Fife Cultural Trust

PEOPLE STRATEGY 2014 - 2017

People are FCT’s greatest and most important asset. Our job is to ensure that Fife is a culturally vibrant and rewarding place to live, work study and visit. It is our aspiration to be an excellent cultural service provider and employer of choice.

Foreword by the Chief Executive

Our Fife Cultural Trust (FCT)

It is only through our people that we can realise our ambitions for FCT, and only through people that we can achieve our objectives.

Given the challenges that lie ahead and the opportunity that FCT represents, it is important that we have within the organisation a workforce which is educated, trained, skilled and committed; can work flexibly, across organisational boundaries, and in creative partnerships internally and externally. We are committed to empowering and engaging with our staff and in leading and managing in a way which is genuinely enabling and investing in management and leadership development which ensures that this is the case. We want to harness the significant knowledge, skills, and experience that we already have within the organisation and to support staff to ensure that they have the right skills and approach to deliver consistently high quality customer service and experiences across our facilities. In return, we want our staff to get a sense of achievement and satisfaction and to be rewarded for a job done well, with celebrating our successes central to the organisational culture which we continue to build.

The Board and the Executive Team are committed to providing the best working environment for our people which we possibly can, and to supporting staff to develop to their full potential.
Purpose

Our People Strategy is about ensuring we have the right people in the right place at the right time with the right skills, behaviours and approaches to deliver excellence for FCT now and into the future to fulfil our Strategic Plan commitments. Our People Strategy:

- Sets the foundations for the organisational culture we want and need.
- Provides clarity to current and future employees of FCT of our commitment to them and our expectation of them.
- Enables our leaders and Managers to manage people and contribute to the organisation aims and objectives.
- Provides a framework against which organisational and operational decisions can be assessed.
- Directs our people priorities, over a clear timeline.
- Provides a clearly outlined path to personal development and career progression.

Our people strategy will focus on the following Strategic Aims (see Diagram 1 and Diagram 3):

**STRATEGIC AIMS**

- **Being an employer of Choice**
- **Developing workplace competence**
- **Improving Health and Wellbeing**
- **Planning for our future**
- **Effective People Management**
- **Developing leadership competence**
People Strategy Drivers:

The future of Fife Cultural Trust is set within a climate of change. There are a wide range of internal and external factors that impact on our workforce as a whole. The diagram below (diagram 2) highlights the range of factors influencing our People Strategy. This is also set against a background of public expectations in the way services are provided. These expectations can only be met if our structures, working practices and skills promote a high quality service focussed on a clear understanding about service delivery requirements and priorities.

Diagram 2
Where we are now

FCT is still a relatively new organisation having been formed in 2012 through the merger of two separate sets of services with differing cultures, management structures and different corporate expectations. Since then staff have been involved in a voluntary severance period followed by significant organisational restructure. These three major undertakings have been completed within quick succession within a tight timescale. It is the inherent resilience of the workforce which enabled FCT to undertake these projects so successfully despite the significant challenges involved.

In addition we have:

- **extremely low turnover** of staff. There has been very little loss of staff through this time indicating that the workforce has been relatively accepting of this fast pace of change.

- **high employee engagement** – the trust between managers and employees can be demonstrated via the engagement in staff consultation during restructure where different ideas and suggestions were put forward, considered and adopted.

- **developed good working relationships** with various partner organisations

- **developed good staff communication channels**–
  
  - The monthly ‘Matters of FaCT’ magazine is full of useful articles, the majority of which are written by staff,
  - regular staff business breakfasts with the Chief Executive, which prove to be a very popular and useful way of engaging staff across the company.
  - successful staff development opportunities such as Work Shadowing.

We’re good at what we do (see Appendix 1 to see what people say about us) but we want to be the best. We want to do much more for our people and our organisation to meet our strategic objectives and this is how we’re going to achieve this.
Where will be in 2017

FCT will enable individuals to develop new or enhanced competencies and knowledge commensurate with their grade and matched to our strategic objectives. Staff will be able to identify clearly the skills required to do their job and match their work and their contribution to the delivery of FCT’s strategic objectives – “the golden thread”. FCT will complement this by strengthening our leadership and management competencies to support staff to make decisions to take responsibility for their actions, to work flexibly, to deliver outcomes in support of the priorities of FCT. A consistent approach to performance appraisal across the organisation will also have been rolled out.

Our employees must have the attitude, skills, and knowledge to work in partnership effectively internally and across all sectors to maximise the collective benefits FCT can deliver. Flexibility to work effectively with different people from other sectors and an understanding FCT as a whole rather than from a narrow functional or specialist perspective is essential.

FCT will promote a “can do” culture demonstrating a willingness to embrace innovation, and engage with others to achieve tangible results and multiple benefits for Fife’s communities, cultural economy and tourism sectors.

FCT’s workforce is already diverse, and we wish to continue building on that diversity. We recognise the opportunities to improve our delivery by promoting equality of opportunity, and harnessing the range of talents available in a diverse workforce.

Delivering high performance is vital and will be achieved through a motivated and engaged workforce. This, along with employee safety and well being, lies at the heart of our People Strategy.
Vision for our future workforce

As a Leadership Team our commitment to our staff will be as strong, visionary leaders displaying the following key attributes:

- Respectful
- Honest
- Approachable
- Enabled
- Confident
- Supportive
- Consistent
- Clear of purpose
- Proactive
- Constructive
- Open to challenge/self-challenge
- Encouraging
- Credible and influential
- Protective
- Valued

FCT’s commitment to staff

As part of this commitment to our staff we:

- want you to feel fairly and consistently treated within FCT; so our managers will act fairly, recognise and celebrate good practice and performance, and manage unsatisfactory performance well.
- value behaviour which reflects our values, and the culture we need to achieve our vision. We will promote, support, and build on the strong behavioural expectations outlined in our competency framework.
- are committed to creating a working environment that puts the health, safety and well-being of our employees at its heart; your well-being is a priority for us• We will identify and provide training and development opportunities to enable you to contribute effectively to achieving our objectives.
- will promote a ‘can do’ attitude; embracing innovation, and engaging with others to achieve tangible results.
- want to facilitate more flexible working, which brings real business benefits as well as a more satisfying work experience.
- will continue to explore how we can use technology better, and improve our business systems to enable our staff to deliver effectively and efficiently.
- will communicate openly, honestly and effectively with you, so you are clear about what’s expected of you and how you contribute to achieving our objectives.
- will listen to you, and our recognised trade unions and will communicate clearly and honestly about any changes in FCT and will move forward in a way that meets both business needs and our commitments to you
- will reward everyone fairly, consistently, and with transparency
- will ensure that all job roles are well described, fairly evaluated and graded and sufficiently flexible to create opportunities for career progression.
- will offer excellent terms and conditions of employment, including access to the local government pension scheme, and will continue to ensure they meet the needs of a modern employer and diverse workforce.
We want you to be motivated, skilled and empowered to deliver our vision to our customers, and all the people of Fife

We want you to feel:

- FCT is a good place to work
- Valued
- Confident
- Informed

And that you have a:

- Sense of pride
- Sense of team
- Clear understanding of how your own role contributes to the overall priorities of FCT

Our expectations of you are that you will:

- focus on meeting, and whenever possible exceeding, our customers’ needs and expectations.
- treat all colleagues, customers, and partners with courtesy, respect and integrity.
- demonstrate flexibility and ownership in your role and approach to delivering excellent work, and actively seek to improve both your individual and our organisational performance.
- take responsibility for your actions and behaviours, recognising the impact you have on colleagues, customers and FCT.
- work effectively in partnership, internally and externally - seeing FCT as a whole rather than from a narrow functional or specialist perspective.
- take all reasonable actions to protect your personal health, safety and wellbeing, as well as that of our customers and colleagues.
- be responsible for seeking out information relevant to your role, and sharing information relevant to the work of colleagues.
- take measured and appropriate risks in which we will support you and recognise when to highlight these risks to your manager.
- take quick and measured action required to sort things when things do go wrong and to take personal responsibility to share the learning that flows from these incidents
- own your personal development, and to support and challenge yourself, others and managers to improve.
- adhere to all FCT policies, procedures and standards and to be ambassadors for FCT, representing the organisation positively.

What we expect in return:

“In return for our commitment to being an excellent employer, we also want to be clear about what we want and expect from you.”
How will we get there?

Objectives for 2014/15

- Identify core competencies to build a competency framework for performance management;
- Implement an all staff appraisal system and personal development plan linked to strategic objectives
- Undertake a skills gap analysis form the competency framework and prepare Training Needs analysis
- Introduce coaching skills for all managers
- Introduce further staff benefits.

Objectives for 2015/16

- Investigate opportunities for partnership working with the Princes Trust to enhance the skills of all staff;
- Introduce Healthy Working Lives programme to work towards achievement of bronze award for staff;
- Investigate opportunities to introduce Modern Apprenticeships;
- Implement a prioritised training programme for staff.

Objectives for 2016/17

- Carry out an audit of the way our staff are rewarded to ensure fairness and review reward strategy;
- Work towards Investor in People award (or similar)
- Undertake a staff survey.
Evaluating the success of our People Strategy

FCT will set targets, monitor and report on progress against the success of our People Strategy through our business planning processes and Annual Report.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Strategic Aim</th>
<th>3 month</th>
<th>6 month</th>
<th>6-12 month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competencies for all job profiles</td>
<td>Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence Effective People Management</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Clear line of sight between individual and departmental role and strategic objectives through our business planning structures and processes</td>
<td>Developing workforce competence Effective People Management Planning for our future</td>
<td></td>
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<tr>
<td>Reduce sickness – short term and long term absence</td>
<td>Health and wellbeing Being an employer of choice</td>
<td></td>
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<td>X</td>
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<tr>
<td>% of people on phased return to work increased</td>
<td>Health and wellbeing Being an employer of choice</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>Number of complaints via grievances or dignity at work complaints</td>
<td>Developing Workforce Competence Being an employer of choice</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>Qualitative customer feedback: specifically increase or decrease in number of complaints received</td>
<td>Developing Workforce Competence Being an employer of choice</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Use information from appraisals to produce training &amp; development plan for year 2 which will form part of the budget setting cycle</td>
<td>Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence Effective People Management</td>
<td></td>
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<tr>
<td>Skills gap analysis completed</td>
<td>Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership</td>
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<td></td>
<td>X</td>
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<tr>
<td>Customer Services Strategy Finalised</td>
<td>Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence.</td>
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<tr>
<td>Communications Strategy Finalised</td>
<td>Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence.</td>
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<tr>
<td>Staff Rewards and benefits extended</td>
<td>Health and Wellbeing Being an employer of choice</td>
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<tr>
<td>Leadership Development Programme designed</td>
<td>Planning for our future Developing leadership competence</td>
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<tr>
<td>Organisational Structure – new team development</td>
<td>Effective People Management Planning for our future</td>
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<tr>
<td>Framework of HR Policies and Procedures Finalised</td>
<td>Effective People Management</td>
<td>X</td>
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**YEAR TWO OBJECTIVES**

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<th>3 month</th>
<th>6 month</th>
<th>6-12 month</th>
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</thead>
<tbody>
<tr>
<td>100% of staff appraisals completed</td>
<td>Effective People Management Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence.</td>
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<tr>
<td>Achieve Bronze award HWL</td>
<td>Health and Wellbeing</td>
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<tr>
<td>Training plan based on Training Needs Analysis</td>
<td>Effective People Management Developing Workforce Competence Being an employer of choice Planning for our future Developing leadership competence.</td>
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<tr>
<td>All priority training provided</td>
<td>Effective People Management Developing Workforce Competence Being an employer of choice Planning for our future</td>
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<td>X</td>
</tr>
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<td>Staff Survey Completed</td>
<td>Health and Wellbeing</td>
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<td></td>
<td>Being an employer of choice</td>
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<td></td>
<td>Planning for our future</td>
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<td></td>
<td>Developing leadership competence</td>
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<tr>
<td>Preparation completed for Achievement of Bronze Investors in People</td>
<td>Health and Wellbeing</td>
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<td></td>
<td>Being an employer of choice</td>
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<tr>
<td>Staff engagement for development of next 3-year People Strategy</td>
<td>Health and Wellbeing</td>
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Delivering FCT’s People Strategy

Delivery of FCT’s People Strategy is the overall responsibility of the Executive Team who will be accountable to the Board for its successful implementation. The lead within the Executive Team is the Head of Business Development who will engage with the HR Committee in implementing and evaluating the People Strategy.

All members of the Leadership Development Team have an important role in actively promoting and delivering the People Strategy across the workforce. Specifically ensuring that individual experiences reflect the commitments included in the People Strategy.

All employees have a role to play in delivering the People Strategy. The People Strategy must be a core part of how we work every day.

The main objectives of the People Strategy are set out above in Diagram 1 and below in Diagram 3, these will be integrated into our annual Business Plan. Diagram 3 depicts the key areas of action over the next 3 years to meet our objectives.
Fife will be a culturally vibrant and rewarding place to live, work, study and visit

Enriching lives in Fife

Vision

Mission

Enriching equality of Opportunity

Values

Inclusivity

Creativity

Trust

Enabling

Integrity

Strategic Priorities

Enhancing and Promoting Fifes Cultural profile and Reputation

Enhancing and Promoting Fifes Cultural profile and Reputation

Enhancing equality of Opportunity

Caring for, developing and celebrating Fifes cultural profile and reputation

Helping Fife to achieve its Economic Potential

PEOPLE

Being an employer of Choice

Developing Workforce Competence

Planning for our future

Developing leadership competence

Effective People Management

Improving Health and Wellbeing

Competency Matrix

Training Needs Analysis

Staff Survey

Skills Gap Analysis

Leadership Training / Coaching

Appraisals

Health Working Lives

Diagram 3
What people say about us

"We love the Library which provides excellent and friendly service, and the staff are the nicest people! They deserve a big raise."

"The staff in the library are all so cheerful and helpful, make such a difference to see a smile"

"Just come home from your excellent Panto we laughed we cried, what a wonderful afternoon. We thought last years Panto great this one fantastic roll on next year"

"I would like to pass on my thanks to all the Front of House Staff at this event. There service was fantastic. The staff member was able to answer all my questions and was very pleasant. I had never been to the Rothes Halls before, I hope to revisit in the future. Thanks for a brilliant night.

"It was completely magic. Huge thanks & credit to the players & all those involved in the background. Just blown away to see it live"

"Wanted to say thank you for all the help of library staff over the past year – started off with no computer knowledge but thanks to the help and goodwill of library..."

"great show, great night out"

"It was my first visit and I was most impressed. A lovely little theatre with friendly staff. I only booked a couple of days before the performance, and the lady in the box office was very friendly and helpful.

You always find me such good books – Thank you.

Brilliant Library - pleasure to come in.

Appendix 1