

Our People Strategy 2024 – 2027

In East Renfrewshire we want to make people's lives better. A Place To Grow is East Renfrewshire's Partnership Vision for 2040 where:

- Our children and young people flourish;
- Our communities and places thrive; and
- We all live well.

This vision will inform all Council plans including our People Strategy.

Our employees are our greatest asset and we recognise the need to invest in them, seek their feedback, and ensure they are able to work efficiently and effectively. By supporting and developing our employees we will continue to live our values and develop progressive, people-orientated policies and practices.

Our aspiration is to be a learning organisation; one that continuously transforms through the learning and development of our people. Learning has a clear link to growth, innovation and motivation. Becoming a learning organisation means we can respond faster to change through effective problem solving and the introduction of talent strategies to develop and keep and attract the best people. This will lead to improvements in performance and customer satisfaction.

We want inspirational and effective leaders who ensure employees are supported and developed to build the necessary knowledge, skills and understanding required for their roles. This includes supporting all newly appointed leaders, managers and employees to develop into their roles. We will encourage our people to seek out high quality learning experiences within and beyond local government by engaging individually and collaboratively relevant to their role.

Our leaders will recognise the importance of employee engagement and will ensure employees are clear on work priorities, have the information and skills they need to excel in their job, support them to communicate their views on key issues affecting them and also set clear expectations on their contributions. We will utilise the experience and skills of our employees and engage with them to inform improvements in the way we work and the services we provide to deliver a customer focused, One Council approach.

We are focused on developing our workforce, supporting our employees' health and wellbeing, valuing equality and the advancement of diversity, recruiting, retaining and developing employees with the correct skills and making the best use of technology and iterating the way we work to support our local residents.

Vision and Outcomes

Our People vision is to have engaged employees who are motivated to deliver quality services for our customers. This means:

- Engaged, empowered and resilient employees
- A learning organisation with an ambitious skilled workforce who deliver customer satisfaction
- An organisation that promotes and values equality, diversity, inclusion and belonging
- Inspirational and effective leaders at all levels

Delivered by



Our Values

Our values of Ambition, Kindness and Trust are the building blocks for our vision and help us to adapt to change along the way. Developed by our employees the values demonstrate who we are, how we go about our jobs and how we expect to be treated. In delivering the Council's outcomes we will be guided by these values in everything we do..

- Ambition - we are creative, innovative and strive to make people's lives better.
- Kindness - we are compassionate, helpful and show respect towards others.
- Trust - we are honest, reliable and act responsibly in everything we do.

Our values underpin our behaviours within the organisation and with our customers and these are promoted through regular communication and engagement.

Our three capabilities

Prevention

We need to be able to identify how we can undertake more preventative activity, prioritising early years and supporting older people to live independently, with the aim of improving outcomes for our residents and reducing demands on Council services in the longer term

Empowering Communities

Effective community engagement should more actively involve the community and individuals in the development of services and community spending, improving outcomes and improving the perception of Council services.

Digital change

We will continue to improve our digital services to meet the needs of our customers and the growing demand to access council services online. We will continue to expand on our work to improve processes, automating where possible to make them more efficient. We will make effective use of data to plan better services for the future and benchmark with other organisations to produce improved outcomes for our residents.

Our Behaviours

Our behaviours set the tone for all that we do in supporting the achievement of our people strategy.

We can all help by:

- Actively owning
- Passionately delivering exceptional customer service, listening to views and using feedback to make improvements.
- Developing workable solutions.
- Showing respect, kindness and understanding when dealing with colleagues and customers.
- Considering how our actions impact on others and make adjustments accordingly to improve overall efficiency and effectiveness.
- Working collaboratively to create a positive and healthy working environment across the organisation.

Engaged, empowered and resilient employees

Our Aim

Our employees are proud to work at East Renfrewshire Council and enjoy their time at work. Employees feel valued, engaged and supported in their roles and morale is good. Wellbeing and healthy working practices and initiatives are central to our culture and we work in a modern, safe environment where employee health and wellbeing are actively promoted.

Different ways of working have been introduced and we need to continue to develop these to fit with the needs of our customer and our services. Our customers' expectations are changing and a vital part of our work is to iterate our ways of working to respond to future demands and challenges. At the same time the way our employees work is changing and new generations coming through have different expectations of work and this needs to be balanced against service delivery.

Our teams are resilient, flexible, agile and high performing. Our employees feel empowered to make decisions and to put forward ideas and solutions to enable us to adapt at pace as circumstances change.

We will achieve this by:

- Supporting positive health and wellbeing of our employees through delivery of our Health and Wellbeing Plan and appropriate absence management.
- Providing a modern fit for purpose working environment
- Evolving our working styles and practices over time to suit the needs of our customers and services.
- Embedding our values for all employees through regular communication and engagement

We will measure our progress by:

- Employee survey: Employee Satisfaction Score
- Employee survey: I feel my organisation cares about my health & wellbeing
- LGBF indicator - sickness absence days per teacher.
- LGBF indicator - sickness absence days per employee (local government)

A learning organisation with an ambitious skilled workforce who deliver services which satisfy customers

Our Aim

We will deliver our long-term strategy, East Renfrewshire A Place To Grow, by aligning our individual efforts through our Outcome Delivery Plan, ensuring we have appropriate resource in place to support key objectives.

We adapt to do things differently to produce effective and sustainable outcomes for the evolving needs of our customers and the organisation. Forward thinking workforce planning ensures that people with the right skills, knowledge, information, capabilities and capacity are in place at the right time to achieve our business goals and priorities so that our organisation succeeds and thrives. Our customers and stakeholders will recognise the high quality service we offer.

By planning ahead, we can anticipate and be ready to meet changes in our customers' needs and changing demands for our services and workforce, working within our budget constraints. It is important we find new and innovative ways to maximise the benefits of new technologies and engagement with partners to ensure we are recognised as an employer of choice and employees are supported to work effectively. We need to actively engage with partners to maximise opportunities around career pathways.

Our development and training solutions embed learning to enhance skills and capabilities thereby building a workforce for the future. We aim to create an environment where learning is part of everyone's job and can take different forms for individuals. We foster a culture of continuous improvement through carefully thought out professional development programmes. Our learning culture is meaningful and linked to supporting our organisational mission. Our people will have a modern mind-set and take responsibility for their own learning. We recognise the range of different learning styles and the importance of supporting employees on their individual development journey.

Employee learning and development should contribute to the employee's performance in their current role and their potential for future roles within the organisation or beyond. It is important that leaders take time for reflection and seek out exposure to outstanding and collaborative practices in other contexts. To be an employer of choice we need to provide opportunity to grow our own talent and also be able to attract talent into the organisation.

Our learning should be based on self-evaluation and ultimately result in delivery of better outcomes. We will assess the learning relative to employees' roles so that we move towards a more targeted approach. We will support employees to reflect and assess the development of skills from learning and development opportunities.

We want to excel in the services we deliver to our customers and continued learning will lead to improved performance.

We will achieve this by:

- Prioritising personal and professional growth and supporting employee learning, training and development to deliver the skillsets required.
- Undertaking regular business, workforce and contingency planning to ensure we have employees with the correct skills in the correct roles and ensure we are planning for the future workforce.
- Reviewing and transforming service structures and job roles to deliver future needs.

We will measure our progress by:

- Achieving optimum employee turnover levels
- Monitoring levels of participation in e-learning and training courses
- Employee survey: I would recommend my organisation as a great place to work.
- Citizens Panel customer satisfaction measure

An organisation that promotes and values equality, diversity, inclusion and belonging

Our Aim

We value diversity of thought and experience. Our people are curious, collaborative and inclusive in developing new ways of working and delivering services. Collaboration brings people together and helps to fuel an open environment where we can all feel valued and respected for our diversity of experience.

Through iterations of strategy and policy development it is crucial to engage with employees and a range of stakeholders including our trade union partners. We want to promote an inclusive and fair work environment that promotes equality and challenges discrimination.

We want our people to feel able to 'bring their authentic self' to work, knowing their unique perspective and experiences are valued as essential to the organisation, and are part of our shared organisational identity. Having a diverse and engaged workforce will mean we better understand the needs of our stakeholders and communities we represent and help us achieve our vision of making peoples' lives better.

We will achieve this by:

- Embracing equality and advancement of diversity by delivering our Equality and Mainstreaming Plan.
- Working collaboratively to promote the Council as an employer of choice for all.
- Delivering a communication strategy to ensure an informed and engaged workforce.
- Ensuring our leaders and managers develop and promote a positive, inclusive and innovative culture.

We will measure our progress by:

- LGBF indicator - the gender pay gap %.
- LGBF Indicator - % of the highest paid 5% of employees who are women
- Reporting on all protected characteristics of our workforce
- Publish information on recruitment, development and retention every two years as part of the council's Equality Mainstreaming Report.
- Employee survey: I am treated with dignity and respect as an individual

Inspirational and effective leaders at all levels

Our Aim

We want our leaders and managers to demonstrate our values and understand the impact of positive leadership behaviours in influencing a healthy work culture. We will create a community of engaged leaders and managers who embody compassionate, inclusive and inspirational leadership to enable our people to thrive and succeed at work.

Building the next generation of leaders and managers means nurturing individuals with skills and qualities needed for effective leadership and management. This can be achieved through mentorship, training, promoting critical thinking, teamwork, and instilling important values.

Leaders provide direction and vision, motivate and inspire others, and help create an environment conducive to success. Leadership is about making change happen, the ability to see opportunities to do new and better things with improved results and outcomes. Management aligns what the people and resources of an organisation do, with its purpose and priorities. Managers have many responsibilities for their services, the most important of which is people management as this shapes motivation, morale and ultimately outcomes for customers and services.

We will support our managers to achieve both organisational and individual goals, to create a dynamic environment and improve efficiency and effectiveness. We will support them to motivate employees by communicating effectively, assisting employees, providing necessary resources and praising good work. They will also develop employees and coach them on opportunities for improvement.

The Council's ability to deliver its outcomes will be met by empowering and equipping our managers and leaders to understand their leadership role in influencing organisational success. Our leaders will demonstrate our leadership competencies by:

- Pursuing personal and professional excellence
- Leading the way
- Growing and developing people
- Working collaboratively with internal and external stakeholders

We will achieve this by:

- Developing leaders and managers at all levels who are visible, capable, positive, confident, and enthusiastic, who strengthen networks and key strategic relationships.
- Ensuring our leaders and managers at all levels engage, listen and respond to our people.
- Equipping our leaders and managers at all levels with the skills and confidence to successfully drive change and undertake all aspects of people management.

We will measure our progress by:

- Employee survey: I have regular conversations with my manager about my goals and development
- Employee survey: My manager regularly checks in with me to see how I'm doing
- Monitoring the outcomes for those progressing through our leadership and development programmes.

Conclusion

A robust people strategy is the foundation upon which the organisation flourishes. By valuing learning and placing our employees at the forefront of our decisions and initiatives we can cultivate a culture of empowerment, growth and resilience. Through effective recruitment, development and retention strategies, alongside a focus on diversity, equality and inclusion we can harness the full potential of our most valuable asset; our people. This people strategy is not a static document but an ambitious commitment to our employees who drive our collective success – our strategy will shape and develop over time with broad engagement and evaluation. Through fostering a culture of trust, collaboration and continuous lifelong learning we can create a workplace where every voice is heard, every talent is nurtured, and every individual feels valued, the foundations of making a difference to peoples' lives.