

Live Borders People Strategy

1. Introduction

A robust People Strategy is crucial for the sustainable growth and success of any organisation, including Live Borders. This strategy sets out our ambition to attract, develop, retain, and engage new and current staff in alignment with our organisational goals and values. By focusing on our people, we will ensure a motivated, skilled, and committed workforce that drives our business forward.

2. Vision and Objectives

Vision: To create a dynamic and inclusive workplace where every employee feels valued, empowered, and motivated to contribute to the organisation's success.

Objectives:

- Attract the best people for every job aligned with our organisational culture and values.
- Develop staff through continuous learning and professional development opportunities, including cross-company working opportunities.
- Retain staff by fostering a positive work environment and offering competitive benefits.
- Engage staff through effective communication, recognition, and involvement in decision-making processes.

3. Attracting Staff

Employer Branding:

- Develop a strong employer brand as Live Borders that highlights our organisational culture, values, and career opportunities in a multi-faceted, public-facing organisation.
- Maximise our status as a charity to attract those people keen to work within this sector.
- Maximise our position as a Real Living Wage Employer.
- Leverage social media, company website, and job fairs to promote our brand, taking advantage of our links with Scottish Borders Council, Borders College and third sector networks.

Recruitment Process:

- Implement a structured and inclusive recruitment process to ensure fairness and diversity, ensuring equality of opportunity.

- Utilise multiple recruitment channels, including employee referrals, online job boards, and recruitment agencies, where necessary for successful recruitment at the first attempt.
- Develop a compelling Employee Value Proposition (EVP) to attract high-calibre candidates, including:
 - **Pensions:** a beneficial employer pension contribution which significantly improves with increased length of service;
 - **Annual Leave:** a minimum of 30 days annual leave and 4 public holidays, also increasing with length of service.
 - **Free Membership and Admissions Package:** free staff gym / swim membership and entry to our Visitor Attractions, including GToS, the Jim Clarke Motorsport Museum etc and ASVA Membership for Edinburgh Zoo and Historic Scotland sites.
 - **Westfield Health:** a range of health and wellbeing support packages including Doctorline, 24 hour advice and support, Westfield Rewards.
 - **Cyclescheme:** beneficial tax and NI savings for staff for the purchase on a new bike and accessories.

4. Developing Staff

Induction Program:

- Create a comprehensive cross- company induction program at both corporate and operational levels that integrates new hires into our company culture and provides necessary training, support through buddying, mentors and other resources.

Continuous Learning:

- Offer ongoing training and development programs to enhance skills and competencies, subject to appropriate budgetary provision.
- Encourage participation in workshops, seminars, and industry conferences for the relevant professional discipline.
- Provide opportunities to represent Live Borders at a local, regional and national level for wider networking bringing a wider perspective to the work of Live Borders.
- Implement a mentorship program to facilitate knowledge transfer and career development.

Performance Management:

- Establish clear performance expectations and regular feedback mechanisms.
- Conduct regular performance reviews and career development discussions.

- Recognise and reward high performance through succession planning leading to internal promotions where possible, and other incentives, within the constraints of operating within a charity.

5. Retaining Staff

Competitive Salaries and Other Benefits (Financial and Non-Financial):

- Conduct regular market analysis to ensure our salaries and benefits packages are competitive, within the constraints of our status as a charity and being publicly funded.
- Offer flexible working arrangements and wellness programs to support work-life balance, wherever possible and subject to the needs of a customer-facing business.

Career Development:

- Provide clear career paths and opportunities for advancement within the organisation, utilising the diverse strands of the business where possible.
- Support staff in pursuing further training and development, including obtaining recognised qualifications relevant to their roles, subject to the needs of the organisation and a suitable training agreement in place.

Positive Work Environment:

- Foster a collaborative and inclusive workplace culture.
- Offer flexible working arrangements which suits the needs of both employee and the needs of the business.
- Enable staff to become advocates of Live Borders values and services and become agents of change.
- Implement initiatives that promote employee well-being, such as free staff membership, free admission to our Visitor Attractions, team-building activities, formal and informal events.

6. Engaging Staff

Communication:

- Maintain open and transparent communication channels between leadership, staff and the Board of Directors.
- Regularly update staff on organisational goals, performance, and changes through informal and formal means.

Employee Involvement:

- Seek active staff engagement through Your Voce Matters, introduced as part of Live Borders commitment to Scottish Government's Fair Work First scheme.
- Encourage staff to participate in decision-making processes and innovation initiatives, including offering rewards for innovative ideas which will result in additional income and / or efficiencies.
- Establish a staff resource groups to address various interests and concerns.

Recognition and Rewards:

- Develop an appropriate recognition program that acknowledges staff' contributions and achievements.
- Celebrate milestones and successes through awards, events, and public recognition.

7. Diversity and Inclusion

Inclusive Culture:

- Promote diversity and inclusion through policies, training, and awareness programs.
- Ensure equality of opportunity for all staff regardless of their background.

Diverse Workforce:

- Implement recruitment practices that attract a diverse pool of candidates.
- Support underrepresented groups through mentorship and development programs, working with third sector partners where applicable.

8. Technology and Innovation

HR Technology:

- Invest in HR technology to streamline processes such as recruitment, onboarding, induction and performance management.
- Utilise data to make informed People decisions and track key metrics.

Innovation Culture:

- Encourage a culture of innovation where staff are empowered to suggest and implement new ideas.
- Provide platforms for staff to collaborate and share knowledge.

9. Measurement and Evaluation

Metrics and KPIs:

- Define key performance indicators (KPIs) to measure the success of our People Strategy.
- Regularly review and analyse metrics such as employee turnover, staff satisfaction, engagement scores, and training ROI.

Continuous Improvement:

- Gather feedback from staff through surveys and focus groups.
- Continuously refine our People Strategy based on feedback and changing business needs.

10. Conclusion

Our People Strategy is designed to ensure that our organisation remains an attractive place to work, where staff feel valued, supported, and motivated to contribute to our success. By focusing on attracting, developing, retaining, and engaging our staff, we create a strong foundation for achieving our organisational goals, creating sustainability and sustaining long-term growth.