

People Strategy 2021

Introduction

The Albany Theatre Trust's Vision is to "promote well-being through Arts for Life". Delivery of our Mission to Engage, Inspire and Create will be through all the exciting and ground-breaking artistic projects we have planned, as set out in our Action Plan, but bluntly, it's all about the money.

Successful outcomes can only be achieved through the management and development of our most valuable asset – our people.

The purpose of this strategy is to set out our approach to the management and development of our people whether they are an employee or volunteer. Inclusion and Diversity are at the centre of everything we do, and we strive to achieve a position where, as an organisation, we are truly representative of the community within which we operate. As a charity our volunteers are at the heart of what we do, and we are keen to ensure they are guided by highly qualified, engaged, and enthusiastic employees who are committed to the Trust's vision.

This People Strategy sets out our intentions in relation to our people; it has been approved by the Board and will be regularly reviewed and updated.

Vision for people

Diverse, engaged, included, and positively encouraged to achieve their goals.

Our aim is that all our employees and volunteers are proud to be members of the Albany team.

Our Values

Our values have been agreed by the Board as fundamental to how we operate. Everyone involved in the Albany is expected to understand and live by our values, operating in accordance with them at all times. This people strategy defines what our values mean to our people and how we expect them to operate as well as outlining our commitment to manage and develop our people in accordance with our values:

- Excellence
- Engagement
- Creativity
- Learning
- Integrity

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Our intentions:

Towards our Volunteers

- We will provide direction, training, support, and guidance.
- We will provide opportunity for personal growth and development.
- We will ensure all volunteers are valued and feel part of the team.
- We will actively engage with our volunteers as key stakeholders in the organisation.
- We will develop and offer clear progression routes for volunteers.
- We will explore certification of volunteers to recognise service.
- We will provide great opportunities for volunteers to utilise their skills and experience in a different environment
- We will work with volunteers to enable them to play to their strengths.

Towards our Employees

- We will empower everyone to have ownership of the vision and contribute to the success of the Theatre.
- We will ensure we have inclusive engagement in all our working practices – ensuring that everyone’s ideas are listened to and count. We will give our employees a voice in the work and development of the theatre.
- We will develop an environment and culture in which everyone feels valued.
- We will do everything we can to ensure all employees have job satisfaction, are involved in workplace decision making and are able to build lasting and effective working relationships with colleagues. We aim to ensure everyone has a sense of work achievement.
- We will work to ensure jobs are designed to play to the strengths of each member of the team, provide opportunity and to enable them to give their very best whilst being stretched and developed.
- We will give all employees the opportunity to input into the business plan and its implementation.
- We will strive to foster a culture of mutual help and support.
- We will nurture people to develop and support their ongoing learning.
- We will work with employees and volunteers to make the Albany a great place to work.
- We will ensure we celebrate success and the great things we do.

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Our Values

	Our Expectations	Our Intentions
Excellence	All members of the team will strive to delivery excellence in everything they do.	We will work with all team members to support and develop them to be excellent at what they do.
Engagement	All members of the team are expected to engage actively with their role, their colleagues, management and trustees, our performers, and our customers.	We will strive to engage with all members of the team through effective communication providing opportunities for feedback and input into the work of the theatre.
Creativity	We expect all members of the team to come up with ideas and think creatively at all times, whether that be in the design of the program or how we make decisions and solve problems in relation to everyday activities.	We will activity encourage and reward creativity, listening and supporting the creative ideas put forward by our team members.
Learning	We expect all members of the team to be open to learning and to learn from what we do and use this learning to deliver the business strategy and to further develop the work of the theatre.	We encourage learning and continuous professional development and will support all members of the team to identify and embrace opportunities to undertake training and gain relevant qualifications.
Integrity	We expect all members of the team to act with integrity, honesty, and probity at all times.	We strive to foster open and honest feedback and transparency in our communications. We will always endeavour to do what we say we will.

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Action Plan/What we will do

Recruitment/Promotion

We will strive to attract and appoint the best positive candidates, advertising widely to ensure we positively encourage applications from across our diverse community.

We will recruit and promote candidates who not only have the skills and experience we require but who subscribe to and are able to operate in line with our values.

Annual Appraisal and Personal Development

Our annual appraisal process will be designed in collaboration with our employees to enable high quality conversations in which two way feedback is central. We will discuss development and career aspirations whilst setting clear stretch objectives that are designed to ensure job satisfaction and opportunities for growth and development. Our values will form a key part of the appraisal process where we will discuss the approach and assist individuals to develop their ability to live up to and thus promote our values. Personal ownership of objectives both short and long term is key to the success of individuals and fits with our culture of responsibility and accountability.

Leadership

All members of our team in leadership roles, or who aspire to be, will be given the appropriate training and support to enable them to develop their leadership skills and to become effective leaders.

Communication and Engagement

Regular team meetings

Opportunity to attend Board meetings.

One to one sessions.