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| **Empowerment**  | **Investment & Development of our People**  | **Teamwork** | **Integrity** | **Equality** |
| Local decisions – importance of demographics | Wanting to develop and reward the best staff | Better relationships at dual-use sites  | Trust and approachability of managers | Equality of investment in ‘all’ facilities and communities – not just a few flagship sites |
| Recognition of standards and achievements | Specific skills gaps / skills audit needed i.e. commercial financial training | Fun – a great place to work | Transparency / openness around decisions – answers whether good/bad | Open and honest about decisions and inclusive in all matters |
| Involved in how the service operates  | T&D – 2-way commitment and buy-in | Proud to be part of the team | Caring about the welfare of staff | Everyone can be considered for additional hours, acting-up and cover  |
| ‘no blame’ culture | Recognition – thank you letters, new type of aspire awards but consistent nominations | Informal and formal comms – up&down | A smaller & leaner org should allow a more personal approach | Casuals treated the same as contracted employees |
| Able to decide on customer offers/ best way to respond (discounts etc) | Board engagement in staff development | Ability to speak with senior managers – all part of one team | Being humane – not just a corporate engine | Clear pay & reward |
| Quick decision making and knowing who makes the decision | A career in leisure – not just a p/t job! | ‘one-team’ facilities and development! | Visibility of leaders / decision makers | Chance to work in different locations/areas |
| Local managers delegation of power | Recognising the specialist skills we can – use train the trainer | Confidence in manager sharing all info | Feeling we can trust and approach everyone | Transparency |
| Innovative – new ideas and people free to be able to put forward new ideas | Ensure we develop trainers to train in the external private market (greater income – to be used for internal development resource) | Trusting one another | Enjoy coming to work & ‘meaning’ what we say | Willing to listen to all ideas and views |
| Suggestion scheme needed (% of efficiency made as a reward to staff member) | Link with colleges and use NVQs – i.e. cleaners – importance for standards and staff engagement | Cross-site comms and working together on initiatives/ideas | Open and caring | Fair & equal – one team supportive of all staff and creates opportunity |
| Forward thinking and pro-active | Reward loyalty and long-service | Knowing who’s who and who does what? | Value staff comments – bottom to top | Values all members of the team – doesn’t matter what level |
| Able to discuss issues and ideas like today | Demonstrate job security | Job swap / shadowing / knowledge sharing |  |  |
| Upward ideas and suggestions considered and responded to  | Encourage and incentivise good performance for people | Slicker processes and less bureaucracy – all one team pulling in one direction with decisions getting made. |  |  |
| Able to speak to the actual decision maker | Expanding jobs | Knowing what’s expected of the teams |  |  |
| Knowing what power I’ve got to do something | Multi-skilled jobs | Working to encourage the customer always |  |  |
| Allowing for individual creativity amongst staff | More contracted / f/t opportunities to do all types of work | Encouraging staff in all aspects of their work |  |  |
| Inspiring creativity and allowing each centre/team to use its initiative and suit its local area | A new and better PDR process | Celebrate team successes |  |  |
| Staff recruitment made more easy to approve | Learning, growing and improving philosophy  | Recognised as the best |  |  |
| Able to market each site locally – local staff know what’s there and what’s wanted | Continuous development of staff | Involvement in what we deliver |  |  |
|  | Staff training & opportunities, staff & customer benefits |  |  |  |
|  | Right tools to do the job |  |  |  |
|  | Looks to develop all members of all teams |  |  |  |