



**Our People Strategy –**  
Delivering excellent services to  
our communities through our  
employees

**Implementation Plan**

2015 – 2017

# Midlothian Strategic Framework

Within Midlothian Council's strategic framework there are plans and strategies that support and provide direction for us all to do our jobs on a day to day basis.

The overarching document – **The Single Midlothian Plan** sets out the vision for the future and helps us to understand the steps that we need to take to fulfil the commitments we have made to our communities. Our three priorities are central to this plan: Positive Destinations for Young People, Economic Growth, Early Years and addressing Child Poverty.

This **People Strategy** is part of the organisation's overall **Transformational Strategy** which identifies key work streams that drive significant organisational change and secures efficiency in our organisation. We work in a challenging environment and achieving our ambitions requires every employee to perform to their full potential and work together both within the Council and across partner organisations.

The People Strategy outlines the actions we will take to enable and support our employees to deliver excellent, innovative and cost-effective services to our communities.

Implementation of this strategy will be a key element of our managers' approach to service planning. Progress and success will be monitored through annual service plans.

## Our Workforce Vision

Our organisation's vision is for Midlothian to be a Great Place to Grow. This means being an ambitious, progressive and successful organisation which focuses on key outcomes for Midlothian.

Looking ahead there is still much to do as we create new ways of working and delivering public services in partnership with other service providers and through Integration with Health.

All of us have a part to play as we work together to create a highly skilled and engaged workforce who deliver excellent public services working within a positive organisational culture.

# Employee Proposition

As an employer, Midlothian Council will provide security of employment, support development in your role, recognise your achievements and support your well being, high performance and expertise.

As an employee we expect you to work across the council, work in an empowered way to take actions to improve services, be flexible, be engaged, perform to your potential and meet the standards that are set and agreed.

Our values that are shared across Midlothian Council and which you are expected to uphold are:

- Celebrate – recognise, celebrate and share all our achievements
- Respect – Respect each others differences in a culture of trust and flexibility
- Excellence – make the most of opportunities to develop ourselves and team to provide excellent services
- Support – lead by example and be approachable and supportive of each other
- Together – work together to a make a difference for Midlothian

## People Strategy Focus






This strategy has a stronger emphasis on outcomes and business results and has three key strategic purposes:

- 1. Attract, engage and retain our workforce**, including strengthening our recruitment strategy, actively planning for succession as part of workforce development and supporting our employee's engagement and productivity.
- 2. Make sure our organisation is fit for the future**: including integration and partnership working, strengthening our Making Performance Matter outcomes and a focus on culture change through great leadership.
- 3. Develop our talent**: includes identifying our leadership talent and strengthening succession planning opportunities. As well as developing a coaching approach across the organisation and encouraging a mentoring approach to increase leadership effectiveness.



# Attract, Engage & Retain

## Planning the workforce of the future

By 2017, our workforce will be more skilled, able and confident to meet the needs of services for the future and will embrace new ways of working

Implement	Key Points	Outcome	2015	2016	2017
Employee Engagement	Create an Internal Communication strategy—strong identity & image (brand and image)	Increased engagement and pride in organisation			
	Employee Voice – Question time, Staff suggestion scheme, Employee relations & engagement				
	Create an attractive employee/employer proposition to support the Well-being agenda	Employees are healthy and productive while at work and work attendance is high with reduced absence rates			
	Recognise organisational commitment through long service awards	Increase commitment to the organisation			
Recruitment strategy /Succession Planning	Talent and succession routes for key roles in place	Appoint to key roles within the organisation and investing in our talent pool			
	Commission for developing Scotland's workforce supports clear routes to employment for school leavers.  Support community development, making sure we reach the potential employment opportunities within our communities	Increase in positive destinations  Employment opportunities for our 'looked after children' & reserve entry level employment / advanced employment opportunities for most disadvantaged groups			



## Attract, Engage & Retain

Implement	Key Points	Outcome	2015	2016	2017
Workforce Planning	Analysing current workforce and anticipate future needs through conducting demand and supply forecasting. Focus on associated workforce development	Leaders and managers have the management information they require to lead their services effectively			
	HR metrics, including engagement levels, attrition, attendance figures, making performance matter , disciplinary & grievance				
	MiFuture – fulfilling our commitments to a no-compulsory redundancy policy through supporting employees in transition to find suitable and alternative employment	We recruit employees to support projects and target resources to key delivery areas			




# Fit for the Future

## Enabling Positive Organisational Progress

**By 2017 we will efficiently manage the process of change and have service models and operational structure in place which have both addressed current budget restrictions and the needs of services**

Implement	Key Points	Outcome	2015	2016	2017
Culture Change	<p>We will have a clear vision for the delivery of our key priorities, making sure we have a strategic narrative, employee have a voice, our managers engage their employees, the organisation acts with integrity.</p> <p>The 2014 management restructuring places a clear responsibility on our newly appointed leaders to bring about positive culture change through demonstrating positive leadership behaviours and through challenging ineffective behaviours.</p>	Strong leadership with engaged and motivated employees who perform to a high standard , leading to improved organisational outcomes			
Health & Social Care and Children's Services Integration	<p>Joint Integration board effectiveness</p> <p>Planned Integration Outcomes achieved</p> <p>Employees are supporting in adopting new ways of working to provide an integrated service to service users</p>	Partner organisations work together successfully			




## Fit for the Future

Implement	Key Points	Outcome	2015	2016	2017
Making Performance Matter / PRD professional updates	Ongoing development of performance discussions, using management coaching skills	Increased individual performance reflected in improved organisational outcomes. Measured through local government benchmarking framework / Best Value Audit			
Partnership Working	Identify 'touch points' where we can work in a more aligned way to provide services.	Seamless cross Council working			
Flexible workforce	Align policies, procedures and contractual arrangements to enable flexible deployment of employees across our organisation	Our changing organisational ambitions are achieved			

## Develop our Talent



### Building Leadership and Management Capacity

**By 2017, our managers will lead, motivate, energise and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable**

Implement	Key Points	Outcome	2015	2016	2017
Leadership Development Forums	Encourage deeper dialogue in leadership group	Leadership community work within a 'one council approach'			
Talent management programme	Identify and Develop our internal talent	Appoint to key roles within the organisation benefiting from our talent pool			
Coaching / mentoring for performance	Create a pool of internal coaches to support a coaching approach for employees	Leaders act as coaches to appropriately develop and engage employees			



## Develop our Talent

Implement	Key Points	Outcome	2015	2016	2017
Inspire Development	Ongoing executive development for strategic leadership group	The Strategic Leadership Team inspires and engages to lead the organisation			
Leadership Pathway	Ongoing Leadership development for our leaders Programmes for new leaders Alumni development activities	Leaders drive engagement and high performance through effective leadership of their teams			
Support the development of employee career paths	Managers to support employee development through coaching and providing development opportunities.	Employees are developed to deliver outcomes to a high standard and are equipped for future roles.		