

15 APRIL 2015

**REPORT OF THE HEAD OF PAID SERVICE**

**MELTON EXTENDING TO EXCELLENCE**

**1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to advise Members of the next programme to be implemented across the Council following the successful conclusion of “Turning the Tanker”, the purpose being to move forward the culture, performance and innovation within the Council

**2.0 RECOMMENDATIONS**

- 2.1 **It is recommended that the approach to the next programme of activity for staff called the “Melton Extending to Excellence” (ME2E) be endorsed.**

**3.0 KEY ISSUES**

- 3.1 As part of the Chief Executive Corporate Issues report at the December meeting of this Committee, Members were advised that the “Turning the Tanker” programme had been successfully closed and evidence was presented to indicate the rebalancing of the Council’s activities around its key priorities of Place and People within an underlined introduction of a Transformation Programme, moving forward necessary change to assist the Council to manage appropriately within the challenging financial and economic environment.
- 3.2 That report to Members set in context the work of the last two/three years in relation to the Council’s programmes and priority activities. In accordance with the Council’s established procedures a review of the Corporate Plan and the Council’s Corporate Priorities was also commenced earlier in 2014. Members have been kept abreast of the progress towards the settlement of a new Plan and a further update report is made to this Committee. The new Plan will be formally presented to this Committee at its first meeting of the new administration and reviewed thereafter as required.
- 3.3 The New Corporate Priorities will be pursued in a continuing climate of economic challenge and further national debt reduction which will impact on local government as well as other parts of the public sector. In order to continue the progress the Council is making with respect to its direction of travel and the embedding of the ethos related to the Melton Method it is considered that a further programme of activity is required across the Council to continue to develop capacity, confidence, performance and innovation. This programme is being badged as “Melton Extending to Excellence” (ME2E). This is to emphasise the fact that the Council is well recognised for delivering certain “cutting-edge” and innovative services and approaches in relation to social inclusion, worklessness and laterally the recent recognition around economic development and business support. It is considered that to continue this good work and to extend the excellent activity across the Council, this further programme will, support, add value and develop the opportunities which will enhance the journey of the Council towards achieving the Corporate Priorities and delivering excellent services in that challenging environment.
- 3.4 The Programme is broken down into three sections. The first around “Making Good Better” concerns reinforcement of the messages already included within the working ethos of the Council relating to “Right First Time”, “Doing the right thing”, and dealing with those areas

which may not have moved in their trajectory of improvement to the same level of other areas. This will include ensuring there are skills within the Council to make better use of technology, to ensure that practices and procedures are clear and easy to follow with a level of understanding in the organisation which avoids a loss of capacity when they need to be followed. It also includes the ability to challenge where poor practice has occurred and to develop an approach to learning from the difficulties faced so that the Council moves forwards through problems it faces rather than constantly readdressing intermittent poor performance. This focus will result in an opportunity to create capacity within the organisation and the emphasis on teamwork and working together follows from earlier messages that moves again towards embedding the approach across the Council.

- 3.5 The second area of work looks at “Expanding the Comfort Zones” and this is about the necessary requirement to focus on the productivity of the Council to harness new skills and learning to ensure that the Council stays abreast of developments and with support through training, guidance and good systems which will enable confidence building and encourage empowerment so we can continue on our journey of problem solving, tackling failure demand and redesigning processes so they are as efficient and effective as possible. This will assist this element of the programme to start to embed Transformation and efficiency into the heart of the Council’s approach on a regular basis rather than through individual programmes. This will form a critical part of how the Council can respond to the particular financial challenges which may arise from 2016/17 onwards.
- 3.6 Finally, the third limb of the programme called, a little tongue in cheek, “Two Steps Beyond - (It’s not Madness)”, the Council has a good reputation for innovation and creativity particularly with respect to its “People Services”. This has recently been extended to acknowledgement in planning, property (with respect to the constant development of Parkside) and economic development as mentioned above. To continue the development of creativity and innovation our staff need a good platform from which to work in relation to moving the Council forward and the first two limbs of the programme are there to check develop and embed systems of working which will support capacity and empowerment so our staff can move forward to the newer ideas around reducing demand, tackling failure demand and promoting independence for individuals and for communities and businesses. This is, as said where the Council has a high reputation, however, we need to encourage and develop the skills and confidence in these areas and also give where appropriate acknowledgement that on occasion initiatives can fail, the important aspect is that learning can move forward.
- 3.7 The Programme will require allocations from the Training Budget during 2015/16 and 16/17 to underpin the skills development required across the Council. There will also be a need to ensure that technology can be understood and utilised to its proper capability for the Council. This will include available training as well as understanding of necessary procedures. An audit of certain procedures, practices and where applicable their impact on policies has been carried out in Human Resources and will be extended to other areas to enable streamlined requirements that are easy and effective for staff to follow. There is a need to support T3 Managers in the rollout of the Programme as their roll will be critical in ensuring the proper communication of messages. The Programme is being designed in partnership between CMT, MT and T3, to ensure that it meets the needs of all and all views are reflected. The Trade Unions have been advised and will be communicated with as the Programme develops.
- 3.8 Communication through the period of the Programme will be important. In use of the Chief Executive Briefings Corporate Messenger articles and a new Blog will be developed during this period to supplement and complement the leadership and management messages from the Heads of Services and T3. Management Team will assume day to day management of Corporate and Strategic Activity across the services. This will free up the Corporate Management Team to have oversight of project development at the Programme Board as well as enabling the development of activity with partners, through the County, regionally and at a national level. As previously reported to Members to develop the

Council's approach further a greater understanding is required from within the local government family.

- 3.9 Reports will be made to this Committee as appropriate during the roll out and implementation of the Programme. Regular updates will be included within the Chief Executives Corporate Issues reports. This will enable Members to keep abreast of the work undertaken and any issues that may arise.

#### **4.0 POLICY AND CORPORATE IMPLICATIONS**

- 4.1 The purpose of the Programme is to ensure across the Council there is sufficient understanding, knowledge and skills to pursue the direction of travel of the Council as set out in its Corporate Priorities in the Corporate Plan and that these are delivered efficiently and effectively within the current economic and fiscal environment

#### **5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

- 5.1 The Programme will be carried out from within existing resources particularly utilising a part of the Training Budget during the relevant years of the Programme as well as other existing funding streams which relate to Corporate Priorities Activities to underpin the Programme.

#### **6.0 LEGAL IMPLICATIONS/POWERS**

- 6.1 This report is made to you by the Chief Executive as Head of Paid Service to set out to Members how the next phase of development of delivery of the Corporate Priorities will be pursued in an ever changing environment. As required, a copy of this report has been supplied to all Members.

#### **7.0 COMMUNITY SAFETY**

- 7.1 There are no particular implications arising from this report.

#### **8.0 EQUALITIES**

- 8.1 Pursing the Programme, Members and Officers will be mindful of the need to ensure that the needs of the staff are properly taken into account when offering training, support and guidance.

#### **9.0 RISKS**

9.1 To consider and give any Risks related to this report and if there are risks to complete the tables below. If there are no risks identified, then delete the table

**Probability**  
↓

Very High A				
High B				
Significant C				
Low D				
Very Low E			1	
Almost Impossible F				
	IV Neg- ligible	III Marg- inal	II Critical	I Catast- rophic

→  
**Impact**

Risk No.	Description
1	Understanding across the Council not completed in relation to the direction of travel.

## 10.0 CLIMATE CHANGE

10.1 There are no implications arising from this report.

## 11.0 CONSULTATION

11.1 The commencement of the new Programme has been communicated to all staff through the Chief Executive Briefings and through briefings offered to Members. Joint Staff Working Group will also be advised at its next meeting and a report on the Programme will be a standing item. Consultation with the Trade Unions on the roll out of the Programme has taken place and will continue as required at the regular meetings with Management. As said above the rollout of implement of the Programme in detail is being designed by Management Team and with T3 to ensure a common understanding and message.

## 12.0 WARDS AFFECTED

12.1 All

Contact Officer: Lynn Aisbett – Chief Executive  
Date: 02 April 2015

Appendices : None

Background Papers: Melton Extending to Excellence – Headed Sheet  
Chief Executive’s Briefing February 2015.

Reference : X : Committees\C’tees,Council & sub c’tees\PFA\2014-15\15 April 2015\Item 17 - LA - Melton Extending to Excellence