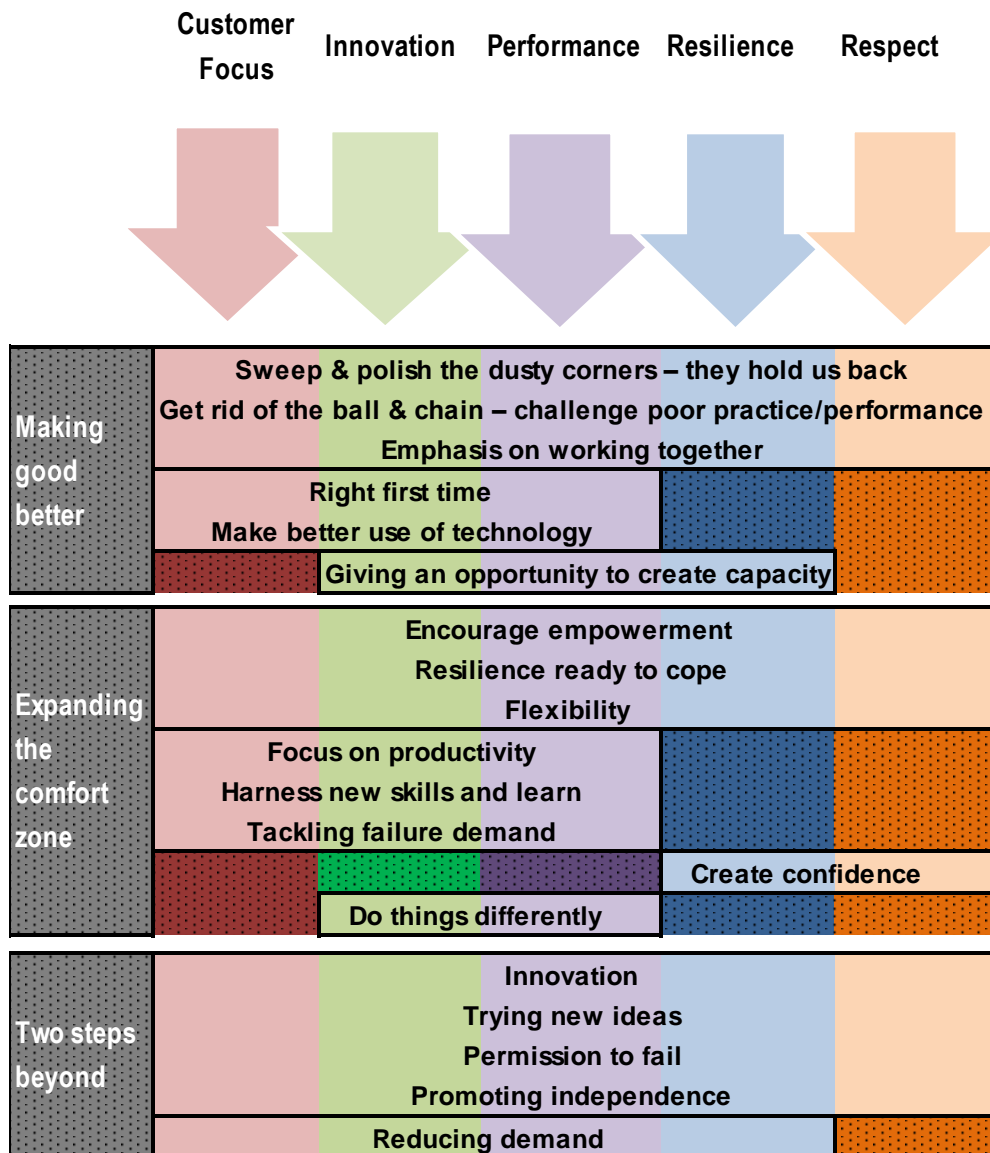


Melton Extending to Excellence

(ME2E)

Training Plan



ME2E is about helping each employee understand and recognise their part in contributing to the overall vision of the Council. The training and development plan supporting Me2E aims to motivate and help everyone achieve their full potential. We all learn and develop in different ways and Me2E recognises this. Appraisals and one to ones and team assessments will help you evaluate your strength and weaknesses both individually and as a team and this plan will support you to build on what you want to achieve.

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Values	What do we need
Customer Focus	<ul style="list-style-type: none">• Insight information• Internal customer• Good communication
Innovation	<ul style="list-style-type: none">• Digital skills• Coaching
Performance	<ul style="list-style-type: none">• Professional development• Managing data• People management• Financial awareness
Resilience	<ul style="list-style-type: none">• Capacity management• Project management
Respect	<ul style="list-style-type: none">• Communications• Awareness of issues• Understanding of support offer

The ME2E plan identifies 8 key areas that not only ensure employees have the skills to do their day to day jobs but move two steps beyond to deliver the best possible outcomes for customers and the community.

- Making better use of technology
- Improving performance and productivity
- Customer Service Excellence
- Using data and insight
- People management
- Communication
- Capacity Management
- Core skills, knowledge and information

The choice to attend will be open to all staff in relevant areas or who are interested however some will be compulsory for certain staff and teams.

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Making better use of technology			
What	How	When	Who
Writing for the website	E-Learning	Live	For everyone who is delivering a front line service and needs to ensure customers can access relevant information 24/7
Making best use of Social Media	E-Learning	Live	Aimed at the digital champions working in the services so that communication can be delivered through this channel
How to use Jadu	Internal workshop delivered by Digital Engagement	TBC	Aimed at digital champions or anyone who want to know more about what the website could do for their service
Digital skills brush up	On line courses through Google's Digital Garage	Live	Brush up on digital skills or improve confidence through a whole suite of online learning resources to help develop careers and business skills which can be used in your day to day work and to support other local businesses in our community grow.
Systems Admin	On the job learning and training courses from the software providers	As identified through appraisal and 121's	For anyone who has been designated a systems administrator. This training will follow a needs analysis to assess the level of competence and what is required to ensure the systems we are using are being utilised to their full potential.
Understanding capacity of systems	Systems health checks with software providers	As identified	How much of the system are you actually using? Is it more than 20% of the functionality? Systems may have the capability to do a lot more than we are aware of and we need to work with these providers to make sure we are making the very best use of what we have got.

Improving performance and productivity			
What	How	When	Who
Professional development	Various workshops and seminars as identified by the service	As development opportunities arise	Identified on an individual basis through appraisals and 121's based on the professional knowledge required to deliver the service
Coaching	Coaching Circles	From September – April	For T3 Managers taking part in this first pilot of Coaching Circles with a view to roll out more corporately
e-mail logic	Workshop delivered		For people who feel they spend a

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	under licence by external provider		lot of your time dealing with emails that are not relevant or are confusing. This session is available to anyone who would like some practical tools and techniques for reducing email traffic and creating emails that deliver IMPACT. The session also looks at potential hazards of emails and ways in which you can organise your inbox more efficiently to reduce the time you spend on email.
Time management	Half day workshop delivered in-house by external provider		Time management is the way we plan and organise how long we spend on specific tasks in order to accomplish our goals. It is not about squeezing as many tasks into our day as possible. People who are able to manage their time effectively, are more productive, less stressed and feel more in control of their day. This workshop can help you learn how to build time management techniques into your daily routine so you can recognise and solve personal time management problems, staying in control of your working day
Management Development Programme	A 12 month internal programme made up of a variety of on the job development, internal workshops, mentoring and E-Learning	From April to March each year	The programme is open to all staff which to develop themselves and learn new skills to improve their performance at work and enhance their career and future prospects. The application process will open in February with a start date of April.
Financial Management	A variety of workshops and presentation delivered in house – 121 support from accountants	Throughout the budget cycle	Good financial management skills as essential for budget holders and project managers. Supported by the finance team and the CE various workshops and presentation will take place during the year to ensure you have the skills and knowledge to manage budgets and work in line with the councils financial procedures.

Customer Service Excellence

What	How	When	Who
Understanding our	Shadow a Customer	Ongoing –	For all staff that want to

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customers	Liaison Officer	book in with a CS Team Leader	understand the reasons our customers make contact with the Council. To help join up the services to meet customers needs
Our internal customer	Internal workshop	TBC	For all staff who want to explore why the car park attendant at NASSA thinks he is putting a man on the moon.
Customer Journey Mapping	Internal course delivered by Customer Services	TBC	We can build better customer experiences by truly understanding how they are interacting with us. By mapping the customer journey through a process or transaction we get the story from their perspective helping us to best understand how they react, behave and feel interacting with us and identifying areas for service improvement.
NVQ certificate in Customer Service	Local college provider	As identified	Aimed at staff who would like a qualification to show commitment to customer service. The NVQ looks at how to communicate effectively with customers, how to give a positive impression of the Council and going that extra mile for the customer. There are two levels of qualification so those who have already completed a level 2 may wish to progress to the level 3
How to use Govmetric to measure customer satisfaction	In house course delivered jointly with customer services and Digital Engagement	TBC	GovMetric is the tool we use to measure customer satisfaction and get feedback about their experiences. Every service should have an awareness of how the customer views the quality of the service they deliver or is being delivered for them by Customer Services through the website, face to face and telephone.

Using data and insight			
What	How	When	Who
Getting the most from Mosaic	Internal presentation and session delivered by our Customer Insight Officer and Customer Services Team Leader	TBC	Behind every customer is an individual. Mosaic is a profiling tool we can use which enables us to access this information so we can start treating customers in that way. It provides the

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			intelligence we need to reach the right people with the right message at the right time.
Google Analytics	Internal and external courses and online Analytics Academy through Google	As identified – online courses now live	There are two levels of training on who to use the analytical tool on our website. Digital Champions will be equipped with the skills to look at key words, volumes and trends on the site relevant to their service as well as more advance understanding through external courses for those who are responsible for the set up and monitoring of our data and analytical tools.
Collecting and analysing data	In house course from external provider	TBC	Recording and analysing data can take many forms depending on the information being collected. Regardless of the method or type we need to ensure that data is not lost and is used in a way that can lead to service improvements across the whole authority and potentially shared with our partners. We will look at qualitative versus quantitative data and good ways of presenting the information so it is easily understood and accessible.

People Management			
What	How	When	Who
Developing My team - Tuckman, Coaching for performance	Workshop delivered by external provider	TBC	For managers who want to develop people management skills and get the best from their team. In this workshop, you will learn about the Tuckman team formation model which explains how teams work and perform as well as getting some tools and techniques that you can apply with your colleagues to help them improve their own performance by effectively coaching their team using the GROWER model and basic feedback techniques.
Situational Leadership	Workshop delivered under licence by external provider	TBC	Situational Leadership says that successful leaders don't just treat different people differently, according to their needs, but they

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			treat the same people differently according to the goal or task they are working on and their skills and knowledge, confidence and motivation they have do that task. This is a really useful and interactive workshop which helps you to lead your team more effectively and build their confidence and motivation as well as their skills.
Effective Feedback	Half day workshop delivered by external provider	TBC	For Managers, supervisors or team leaders who find it difficult to give feedback to colleagues even though they have done something incorrectly or in an inappropriate manner. Giving feedback is something we should all do, but are often worried about how it will be received. This session will provide you with some useful tools and techniques of giving feedback effectively. It will also discuss what prevents people from giving feedback, as well as looking at how to receive feedback. The session will include some practical application of tools and techniques by encouraging delegates to practise giving feedback to fellow delegates and receiving feedback on their performance.
HR policies and procedures	Internal workshops and 121 to learning from the HR team supported by external providers. Also Elearning for brush up and confidence building.	As identified	The HR policies and procedures have been revised and refreshed. From recruitment to appraisals, performance management to grievance handling. All managers are required to follow the procedures to ensure the most effective people management skills.

Communications			
What	How	When	Who
Writing in plain English	E-Leaning course	Live	No one wants to waste time trying to understand jargon ridden, wordy or bureaucratic literature. This course will put you in the customers shoes and challenge

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			you to think differently about what and how you write. It may be reports, letters, web content or other published material. Whatever it is that you are writing it should be clear, concise and written for the relevant audience.
Presentation Skills	E-Learning	From September	Does the thought of having to stand up in front of others leave you shaking in your boots. This e-learning course is designed to help you adapt to various speaking situations and be effective in the preparation and methods used to present the information you need to deliver.
Communicating change	E-Learning	From September	This short module is based on sound advice from communications consultant Paul Masterman. The key message is the importance of involving staff through the culture shift and change especially at times which people might find difficult or challenging for them.

Capacity management			
What	How	When	Who
Time management	Half day workshop delivered in-house by external provider	TBC	Time management is the way we plan and organise how long we spend on specific tasks in order to accomplish our goals. It is not about squeezing as many tasks into our day as possible. People who are able to manage their time effectively, are more productive, less stressed and feel more in control of their day. This workshop can help you learn how to build time management techniques into your daily routine so you can recognise and solve personal time management problems, staying in control of your working day
Business Thinking	Workshop delivered by external provider	TBC	Most business decisions are rarely clear cut. Most involve judgement based on considering a range of factors. Working on case studies about other organisations, this

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			workshop teaches a process (designed by occupational psychologists) for ensuring we think more widely about the implications for any business decision as well as highlighting common pitfalls and biases that can lead to poor decision making. The workshop will provide you with tools to enable you to apply techniques to develop and broaden your thinking skills which can lead to more effective business judgements and decisions.
Project Management	Internal workshops and e-learning	TBC	Aimed at project managers who need to understand the Melton Toolkit and reporting procedure in managing a project. From how to write the business case to regular reporting to programme board to ensuring you closedown and evaluate the project. As well as utilising the Melton process and documentation there will be information about how to plan resources for the project to ensure the outputs are delivered on time and in budget.
Agile working for managers	E-Learning module	Live from September	Staff are encourage to work flexibly through home working and hot desking but that can sometimes prove challenging to manage if it is a culture you are not used to. This module is designed for managers who require further support in managing the “agile” team. It identifies concerns you may have, recognises further development you may need and explains the importance for good management to the success of agile working.

Core skills, knowledge and information			
What	How	When	Who
Data protection, freedom of information, information sharing	Various E-Learning modules and workshops	Live and on going	All staff are required to have an awareness and understanding of the legislation and responsibilities around information management

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and security			and sharing.
Safeguarding	E-Learning and inhouse workshops	Live and ongoing	All staff are required to undertake the bronze level safeguarding training modules looking as the safeguarding of both children and adults. It looks at how to spot the signs and make safeguarding reports. Management and front line staff require a higher level of awareness which is delivered through in-house workshops. This training should be refreshed every 3 years.
Health and Safety	Workshops, E-Learning and external training	As identified	All staff are required to have an awareness and understanding of the Health and Safety at Work act and their responsibilities as a result of the Act. Some team will require a more detailed understanding of some of the H&S regulation that impact on their day to day activities and Managers will need to be equipped to undertake risk assessment so their services and employees and know how to mitigate any risks identified. Regular training for first aiders and fire marshals will also take place.
Equality and diversity	Workshops from various groups and E-Learning	As identified	Respect is one of our core values. This relates to how we treat our colleagues and customers – treating everyone as an individual regardless. The E-Learning module on equality and diversity forms part of the induction programme and we actively encourage minority groups to come and enhance our knowledge by running sessions such as Dementia Awareness and LGBT awareness. E-Learning modules are also available for managers who are required to undertake Equality Impact Assessments on their services and policies.