

## POLICY, FINANCE AND ADMINISTRATION COMMITTEE

11 JULY 2017

### REPORT OF THE CHIEF EXECUTIVE

#### MELTON EXTENDING TO EXCELLENCE (ME2E)

##### 1.0 PURPOSE OF REPORT

- 1.1 A closure report on the ME2E bringing to a close the Programme which was initially scheduled to run for approximately two years.

##### 2.0 RECOMMENDATIONS

**It is recommended that:-**

- 2.1 **The report and actions taken be noted.**
- 2.2 **The revised and amalgamated Council Learning and Development Programme be approved and implemented, with a review at the close of its first year of implementation, to consider impact and effectiveness.**
- 2.3 **The draft Melton Managers Pledge be noted for implementation following a review by the new Chief Executive.**

##### 3.0 KEY ISSUES

- 3.1 The ME2E programme was established in the springtime of 2015 to build on the Turning the Tanker“TTT” initiative to move forward the developments of the “TTT” programme and in particular to help the organisation move forward and develop. A copy of the overarching Template for the Programme is attached at Appendix A to this report. Members will recall that the Programme was broken down into three areas of activity :-
- 1) “Making Good Better”
  - 2) “Expanding the Comfort Zone”
  - 3) “Two Steps Beyond (it’s not madness)”
- These areas of activity/approaches enabled teams and services to look at their methods of delivery, productivity, approach to new skills and learning as well as continuing the development of innovation in the Councils work ethos. Each service area led on its areas of focus and the initiative was managed through the T3 Managers group working with the Management Team.
- 3.2 Throughout this period corporate initiatives as well as service lead activity was delivered with ME2E in mind, a saying within the Council was developed of “it’s a ME2E thing” which became shorthand for continuing the improvement of the work within the Council, its delivery to customers and innovation. In the last three months a review of the impact of the Programme has been carried out and there is a consensus between T3 and Management Team that the main elements of the

Programme have been embedded into the organisation, however, there remains certain areas of further activity which is suggested should be promoted in a focused way. In particular, a further focus on training and support within the organisation particularly with respect to IT development, the expansion of digital services and the approach to social media require a stronger platform of activity to support development further. In particular, Electronic Document Management, the Melton Observatory and final agreement of an approach to the internal Intranet will be re-examined to ensure the organisational support required to continue the development of these areas is put in place.

- 3.3 A report on the Digital Strategy and a Roadmap for implementation is reported to Members elsewhere on this meeting's agenda and the links between the Councils Digital Strategy and its approach to social media will be developed during the summer for consideration by this Committee in the Autumn. These important areas of modern business practice are constantly developing and evolving and the Council needs to move forward adopting practices which suit its ethos and approach in the use of these modern tools of communication and service delivery.
- 3.4 An underlying theme with respect to the training offer is the need to focus the training on key individuals who will "own" particular systems as well as ensure the organisation has understanding and is able to utilise the relevant developments to improve performance and in particular service delivery and communication. The new Learning and Development Programme which brings together all the Council's proposed training aids development for 2017/18 into 2018/19 adopts this overarching approach and meets an Audit Recommendation relating to bringing all training programmes under one planned approach. In particular, the plan looks at different approaches to providing training including focused training for key users (Modern.gov) a workshop approach (Digital Strategy Awareness) Champions (website and communications development) and mentoring (management oversight) when change and training are delivered both corporately and in services.
- 3.5 A copy of the updated and amalgamated Learning and Development Programme is attached at appendix B to this report. Consideration will be given to the need to make certain training compulsory and/or ensure those who would benefit from certain skills which may be being developed across the Council are both encouraged and as appropriate required to attend relevant training particularly relating to IT competency and digital skills. It has been suggested that a Training Template may be developed for use within Services to facilitate discussions and actions of this nature.
- 3.6 Whilst it is accepted that the development of IT and digital skills links into the ME2E approach to "expanding the comfort zone" the need also to continually facilitate performance improvement is acknowledged. Managers consider that the new Appraisal process which focuses on behaviours and outcomes, allows certain discussions to take place in an appropriate environment which can broaden the discussion required and encourage behaviour change in working. Also, the T3 Officers have developed a "Melton Managers Pledge" which indicates to staff the level of interaction between management and officers particularly in teams which they can expect moving forward. This Pledge is linked with the delivery of the Council's values as well as a focus on the Melton Ethos which underpins ME2E. A copy of the draft Melton Managers Pledge is attached at Appendix C to this report for Members information. It is proposed by your Officers that the Pledge is discussed with the new Chief Executive during the early autumn for amendment

as appropriate and implementation moving forward later through this civic year. The Melton Managers Pledge links closely to the theme of ME2E of “making good better” as it allows an open discussion around areas of performance, behaviours and values which underpin the approach to service and performance delivery in Melton.

- 3.7 The T3 Managers supported by the Management Team felt good progress had been made in these areas. However, as the Council required to meet modern challenges and develop service delivery the relationship between staff and management would also need to move forward to continue to promote service improvement and innovation this element of ME2E which includes “encouraging empowerment” and “trying new ideas” as well as “permission to fail/ learn” was praised in the recent Customer Service Excellence external report on Council services.
- 3.8 A continuing area of focus which links to the Digital Strategy and social media learning is the use of data and its analysis. It is accepted that there has been some improvement in this area within the Council however, more learning was required around how to present relevant data in a user friendly way for different audiences. Although we use much more data in the way services are delivered and developed, skills could be improved around presentation to develop a good understanding to be able to use the data effectively. The Digital Strategy Roadmap (presented elsewhere on this agenda) will give guidance as to how this can be developed and moved forward. This will be an area for development and inclusion in the Learning and Development Programme.
- 3.9 The ME2E programme was made up of a series of smaller initiatives within teams as well as the larger rollout of activity across the piece within the Council. Once such example is within the Environmental Maintenance Team which embraced the principles of the programme to develop productivity, effective service delivery and the use of technology to assist in service delivery. A presentation by the Team Leader was made at a recent Chief Executive Briefing and this was seen as a good example of how the programme had been embedded. Further case studies have been prepared which show the work of individuals and teams in their improvement journey within the Programme.
- 3.10 It is never easy to continually facilitate cultural change and development. In particular, Melton has a reputation for innovative and proactive service delivery which often requires reflection back to the organisation together with an ability to embed individual service excellence into the culture overall. This was the theme of the third limb of the programme and examples of work which has taken place during the Programme include, the development of contract delivery by Me and My Learning, the Social Prescribing project with Latham House, the use of Reference Groups and improved social media/ website access to those interested in the Melton Local Plan, the continued transformation work around Housing, the successful learning exercise on the earlier regulatory requirement of closure of accounts and the implementation and rollout of Modern.gov are a few of the programmes that the Council has implemented to move itself “two steps beyond”.
- 3.11 In the light of the above, it has been seen as the right time to close the ME2E Programme. During its two years it has seen successes, but in particular identified further learning for the organisation to allow it to continuously develop and improve, but on this occasion utilising specific initiatives such as the Digital Strategy or the Managers Pledge to nudge forward culture and modernise service

delivery.

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

4.1 The ME2E programme has delivered successes in relation to its approach for individuals, teams and services as a whole. It is time now to move forward in a focused way on specific areas of challenge which the programme has identified as outstanding and in particular ensure that the Council has an amalgamated and modernised the Learning and Development Programme to deliver what is required.

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

5.1 The Council's Training Budget will be utilised to meet the requirements of the Learning and Development Programme as required.

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

6.1 There are no particular implications arising from this report.

#### **7.0 COMMUNITY SAFETY**

7.1 There are no particular implications arising from this report.

#### **8.0 EQUALITIES**

8.1 There are no specific requirements arising from this report.

## 9.0 RISKS

9.1

<b>L I K E L I H O O D</b>	<b>A</b>	<b>Very High</b>				
	<b>B</b>	<b>High</b>			<b>1</b>	
	<b>C</b>	<b>Significant</b>				
	<b>D</b>	<b>Low</b>				
	<b>E</b>	<b>Very Low</b>				
	<b>F</b>	<b>Almost Impossible</b>				
			<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**IMPACT**

<b>Risk No</b>	<b>Risk Description</b>
1	Challenge of cultural issues which could undermine our ability to change the Council to deliver required savings, generate income, become more efficient and manage supply and demand.

## 10.0 CLIMATE CHANGE

10.1 There are no particular implications arising from this report.

## 11.0 CONSULTATION

11.1 The Councils Trade Unions were advised that the Council was to bring to a close the ME2E programme and as further focused initiatives develop the Trade Unions will be engaged and advised.

## 12.0 WARDS AFFECTED

12.1 All

Contact Officer: Lynn Aisbett, Chief Executive

Date: 29 June 2017

Appendices : Appendix A- ME2E template  
Appendix B – Draft Learning and Development Programme  
Appendix C – Draft Melton Managers Pledge

Background Papers: Notes of T3/ Management team 20 June 2017  
Chief Executives Briefing/ Environmental Maintenance Presentation  
Services ME2E Action Plans  
Case studies – ME2E 2016/17  
ME2E T3/ MT Corporate Training/ Guidance/ Topic Areas 2016/17

Reference : X:\Cttee, Council & Sub Cttees\Policy Finance & Administration Committee\2017-18\11th July  
2017