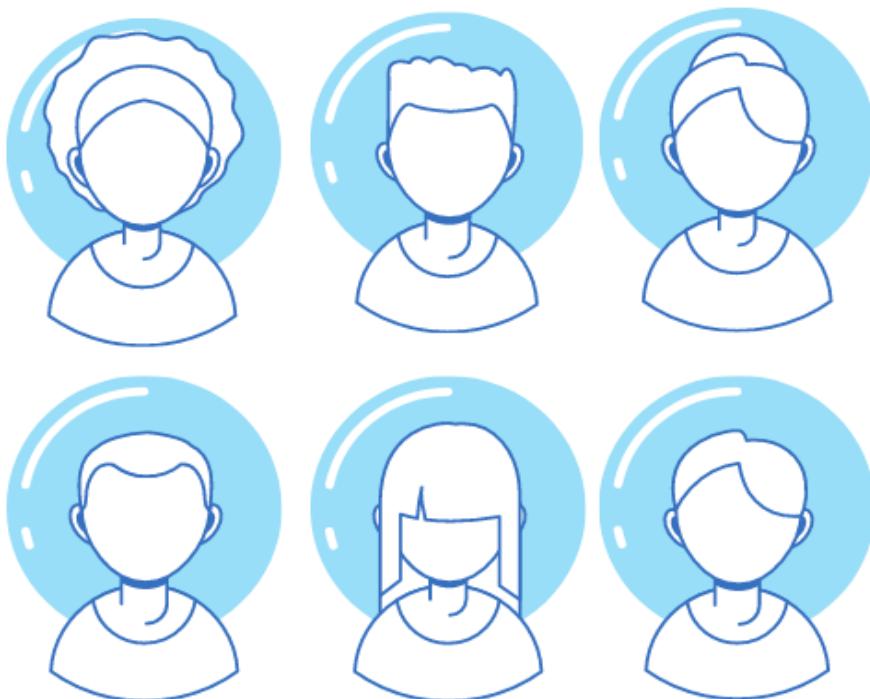




**Melton  
Borough  
Council**

*Helping people | Shaping places*

# **The Way We Work: Our Strategy 2021 – 2024**



## Message from the Leader

We are an ambitious Council and are always looking to “punch above our weight”, but we know that to achieve our ambitions we need the best possible team.

We fully appreciate the hard work and dedication that everyone at Melton Borough Council puts in to make sure we deliver our priorities for the community. We also recognise that like many Councils we have undergone our fair share of challenges and significant periods of change, so supporting our teams so they, enjoy their work, have the opportunity to develop and perform at their best is a top priority.

This strategy sets out how we build on our existing foundations and respond to current and future challenges and opportunities. We want the council to be a good community, where capable and public-spirited people want to work and build a career with us. To do this we need to attract and retain the best possible team, and reward and recognise hard work and success.

Good leadership is vital to building a positive and productive culture and we recognise we will only achieve our goals by caring about the well-being of our colleagues, empowering them to push the boundaries and supporting them to deliver.



Left to right: Leader of the Council, Cllr Joe Orson and

Chief Executive, Edd de Coverly

# Melton Vision and Priorities

## Our vision for the future of the borough is:

We want to be a first-class council: on the side of our communities and providing great services, where the customer comes first. We want to help people reach their potential, support the most vulnerable, and protect our rural environment. We want to provide more and better homes, create better jobs and regenerate the town. We want to ensure Melton prospers, benefitting those who live here and attracting others to visit and invest.

## Our Corporate priorities for 2020-2024 are

### Helping People

1. Excellent services positively impacting on our communities
2. Providing high quality council homes and landlord services

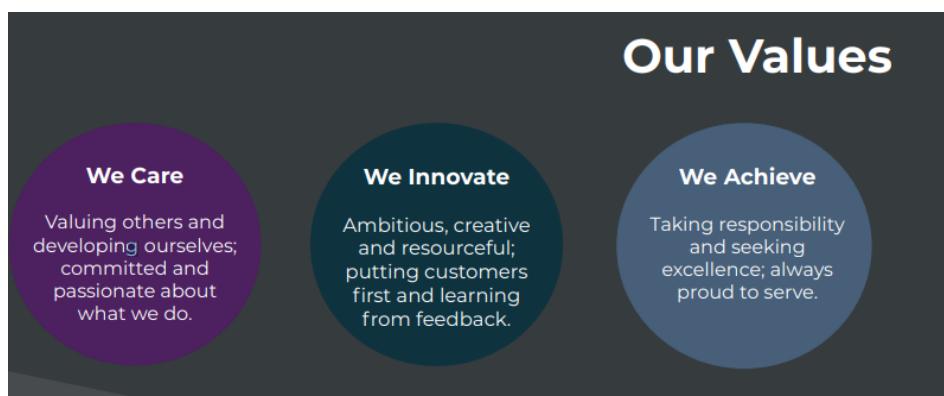
### Shaping Places

3. Delivering sustainable and inclusive growth in Melton
4. Protect our climate and enhance our natural environment

### Great Council

5. Ensuring the right conditions to support delivery (inward)
6. Connected and led by our community (outward)

To ensure that we can achieve our vision we have a set of Corporate Values to shape behaviours in the workplace and underpin how we deliver services to our community, as captured below.



## Context

We recognise our colleagues are key to delivering the best possible services for our residents, whether directly or indirectly employed by the council. This strategy sets out how we will learn and develop, and how we work to ensure we have the right people, with the right skills and behaviours, in the right place to deliver the Council's vision and priorities over the next three years.



We want Melton Borough Council to be a place for people to grow their career and feel like they are making a real difference to the communities we serve. We recognise the importance of being able to recruit, retain and develop the best possible team; a motivated workforce working within a positive and productive culture. In addition, Covid-19 has accelerated the 'future of work,' irreversibly changing how work is completed and what people expect from work and the workplace. We need to make the most of the opportunities (and mitigate the challenges) that this presents to ensure we remain an attractive and diverse employer with people able to meet the challenges of the years ahead and deliver our purpose and the very best for our communities and customers.

This strategy recognises both local and global challenges in relation to recruiting and retaining great people.

Globally there are many wider 'megatrends' which our society is expected to see by 2030, which we need to consider in terms of how they will impact how we work. Key trends we have considered as part of this strategy are:

- People are living and working for longer, meaning we will have a more multi-generational workforce, and as the workforce ages, we will need to think about how we retain people towards the end of their careers and attract the more limited pool of younger employees.
- Rise in short term contracts and gig economy will lead to a more flexible workforce as people no longer want a 'job for life'. This is expected to lead to a shift in the balance of power from employers to employees as freelancers pick and choose which employers, they want to work for based on what others say about the employee experience.
- Alignment with their own values is something that will increasingly motivate people's choice of employer as people seek meaningful work and the ability to make a difference.

- There is an increasing threat of more global emergencies e.g., pandemics or climate change related issues. In addition, the World Health Organisation has described stress as the global epidemic of the 21st Century.
- The pace of innovation in technology is increasing exponentially, meaning we need to build in the agility and flexibility to keep up with this and to meet employee expectations in relation to technology.
- Digital advances continue e.g., AI and automation will continue to change the work we do, replacing some jobs and creating new ones. This will require different skills and support for people to be ever more flexible and agile in how they achieve their outcomes and deliver services.

This strategy underpins the delivery of our Corporate Strategy and having considered what we will need from our teams to enable all the outcomes in our vision to be successfully delivered, we believe digital development, greater collaboration, community support and new ways of working are corporate plan themes which need to be specifically supported through this strategy.

We also recognise there are financial challenges ahead for local government and we will use this strategy as an opportunity to continue our transformation into a more efficient, effective, and innovative organisation.

As part of our commitment to being a learning organisation we believe it is important to reflect, celebrate and learn. 2020/21 brought challenges for our workforce which none of us could have imagined and our colleagues need to be recognised and celebrated for how they have adapted and continued to deliver. In addition, some of the key achievements from our last strategy are captured below and form the foundation for many elements of our updated strategy.

- Development of jobs micro-site
- Review of exit questionnaires and interviews
- Reduction in turnover from 14% to 11%
- Delegated payroll to Leicester City Council for added resilience
- Introduced free car parking at Council Offices
- Strengthened support for employee mental health and wellbeing

In summary, this strategy recognises the importance of every team member who supports the delivery of our services, as well as our need for a diverse, committed, competent and valued workforce which embeds the council's values and behaviours in everything we do.

*This strategy should be read in conjunction with:*

- Corporate Strategy
- Values and Behaviours

# Vision for The Way We Work



We will be a positive place to work and build a career; a place where our diverse team display behaviours which embody our values; care, innovate and achieve, and know they are making a difference every day.

We will engage and work collaboratively across our teams, partners, and communities, focussed on becoming a more agile, learning, and digital council.

The following pages outline the outcomes and actions we have identified as key to delivering our Team Vision, divided in to four key themes as captured below.

- **Attracting** - Constantly reviewing how we attract, recognise, reward, and retain great people
- **Working** - Redefining how we work to be more agile, flexible & responsive
- **Supporting** - Focussed on well-being, working collaboratively and equality for all
- **Learning** - Supporting us as individuals, teams, and an organisation to develop and learn together

We have identified three key outcomes for each theme, as summarised with in the table on the next page.

The graphic below captures the themes of Our Team Vision and how they interlink with our values and behaviours. The table provides a summary of the four themes and the three key outcomes related to each theme.



<b>Attracting</b>	<b>Working</b>	<b>Supporting</b>	<b>Learning</b>
Constantly reviewing how we attract, recognise, reward, and retain great people	Redefining how we work to be more agile, flexible & responsive	Focussed on well-being, working collaboratively and equality for all	Supporting us as individuals, teams, and an organisation to develop and learn together
<b>Outcome 1:</b> To review our recruitment, selection and onboarding processes, and retention opportunities. Understanding and delivering our recommendations to ensure we can promote Melton, select, retain, induct and develop the right people for the right job.	<b>Outcome 1:</b> To design and embed new ways of working model, which will support all employees to work consistently and fairly in a hybrid way whilst meeting the needs of the customer, service and team, and recognising service restrictions and personal preferences.	<b>Outcome 1:</b> To engage with our employees to design and deliver initiatives which improve well-being and equality for all. Specifically focussing on mental health, personal attitudes to diverse styles and ways of working and more opportunities to celebrate success.	<b>Outcome 1:</b> To deliver a Leadership & Management Development programme which supports new ways of working, cultural changes & embeds the behaviour framework and new approach to performance management.
<b>Outcome 2:</b> To design, launch and embed a behaviour framework which consistently 'lives' the Melton Values across all teams.	<b>Outcome 2:</b> To design and deliver a programme of support which will support the organisational change aspirations in the Corporate Strategy & keep the customer at the centre of how we work.	<b>Outcome 2:</b> To design and implement a programme of support for our teams which will support how they work, specifically focussed on digital, virtual and hybrid ways of working.	<b>Outcome 2:</b> To design & embed a new performance management process based on more regular quality conversations, focussed on what and how achievements have been delivered and ensuring greater opportunity for reflection and learning.
<b>Outcome 3:</b> To complete a reward package benchmark exercise, specifically focussing on salary and other key areas as part of this in hard to fill roles. Implementing recommendations and promoting Melton as a great place to work.	<b>Outcome 3:</b> To engage with managers to update our employee policies, reflecting the Way We Work Strategy, new ways of working and ease of access for line managers.	<b>Outcome 3:</b> To increase the opportunities for more cross-working and understanding of the work of other teams and individuals, including support for skill enhancement related to all areas of work.	<b>Outcome 3:</b> To review and agree how a new learning management system can support learning and development, procuring and implementing the best system to achieve the agreed outcomes.

# Theme 1 – Attracting



## Constantly reviewing how we attract, recognise, reward, and retain great people

**Outcome 1:** To review our recruitment, selection and onboarding processes, and retention opportunities. Understanding and delivering our recommendations to ensure we can promote Melton, select, retain, induct and develop the right people for the right job.

Key activities	Planned delivery date
Understand skill shortages and implement quick win actions in relation to supporting promotion of roles in skill shortage areas.	Sept – Dec 2021
Complete recruitment refresher training for managers.	April 2022 onwards
To complete a review of our recruitment and selection process, to include approval of the role for recruitment, promotion of the role, selection procedures and on-boarding.	Jan – Mar 2022
To set up a working party to consider how we retain our people. This will include considering how we ensure we are an employer of choice and a place where people want to develop and build a career.	May 2022
Implement changes from the reviews.	April 2022 – Mar 2023
Update recruitment and selection in line with behaviour framework and cultural ‘fit’.	April 2022 – Sept 2022
Consider recruitment opportunities in relation to increasing our diverse workforce.	April 2023
Review of induction to support cultural changes and updated recruitment processes.	Sept – Dec 2022

**Outcome 2:** To design, launch and embed a behaviour framework which consistently ‘lives’ the Melton Values across all teams.

Key activities	Planned delivery date
Design behaviour framework, to support values, including alignment with Councillor code of conduct	July – Sept 2021
Work with OLT to review and implement activities and processes to launch, support and embed the framework.	Sept 2021 ongoing
Link behaviour work into other areas of this strategy e.g. performance development and Management Development.	April 2022

**Outcome 3:** To complete a reward package benchmark exercise, specifically focussing on salary and other key areas as part of this in hard to fill roles. Implementing recommendations and promoting Melton as a great place to work.

Key activities	Planned delivery date
Complete reward (salary and related rewards) benchmark. Includes review of reward elements which are no longer beneficial or need to be changed due to new ways of working and opportunities to promote Melton as a great place to work in terms of reward package.	April 2022
Implement changes Promotion of complete reward package.	Sept 2022 – April 2023
Promotion of complete reward package changes.	April 2023



## Theme 2 – Working

### Redefining how we work to be more agile, flexible and responsive

**Outcome 1:** To design and embed new ways of working model, which will support all employees to work consistently and fairly in a hybrid way whilst meeting the needs of the customer, service, and team, and recognising service restrictions and personal preferences.

Key activities	Planned delivery date
Engage managers and employees in design of new ways of working model.	July 2021 – Oct 2021
Finalise model and gain support (for model and in understanding what the new policy means for the “new normal” post the pandemic). This includes production and agreement of the worker profiles.	Nov 2021
Implement new ways of working – linking to other areas of this strategy e.g. development and includes reviewing the impact of the new ways of working on other policies, processes etc. Will also include a review of how the new ways of working are supporting delivery of our purpose and services to customer / community.	Dec 2021 – Mar 2022 (review to then be planned in)

**Outcome 2:** To design and deliver a programme of support which will support the organisational change aspirations in the Corporate Strategy & keep the customer at the centre of how we work.

Key activities	Planned delivery date
Continue support for cultural change programmes and HR challenge around impact of new roles/processes on other teams’ ability to deliver our purpose.	Ongoing
Review values and behaviour framework and introduction of other policies and outcomes in this strategy to understand the impact of the changes and what other work may be required to ensure the customer is remaining at the centre of how we work.	April 2023

**Outcome 3:** To engage with managers to update our employee policies, reflecting the Way We Work Strategy, new ways of working and ease of access for line managers.

Key activities	Planned delivery date
Group policies for review, agree priority order and interdependencies and produce plan. Agree new format with managers and set up working party of managers to support review.	Jan 2022 – Mar 2022
Complete policy review.	April 2022 – Sept 2023
Commence review of policies – three year timescale.	Oct 2023 onwards

## Theme 3 – Supporting

### Focussed on well-being, working collaboratively and equality for all



**Outcome 1:** To engage with our employees to design and deliver initiatives which improve well-being and equality for all. Specifically focussing on mental health, personal attitudes to diverse styles and ways of working and more opportunities to celebrate success.

Key activities	Planned delivery date
Support production of a communications strategy for greater communication and engagement with all our employees. Including understanding of what we mean by a learning organisation, positively promoting behaviour framework Team Charter etc and how they all link together .	April – June 2022
Production and delivery of a plan to deliver initiatives to increase diversity and ensure greater focus on equality and inclusion, especially in relation to increasing under-represented areas.	July 2022 onwards
Increase the skill set of our managers to support well-being.	Sept 2022 onwards
Re-promote all Melton offers to support well-being and celebrate achievements of our team.	April 2022

**Outcome 2:** To design and implement a programme of support for our teams which will support how they work, specifically focussed on digital, virtual and hybrid ways of working.

Key activities	Planned delivery date
Completion of team charters to ensure we have a clear understanding of team and worker profiles and the impact of this for other related areas e.g. accommodation.	Oct 2021 – Dec 2021
Agreement and delivery of a plan to increase skills and support for digital, virtual and hybrid ways of working	Nov 2021 onwards

**Outcome 3:** To increase the opportunities for more cross-working and understanding of the work of other teams and individuals, including support for skill enhancement related to all areas of work.

Key activities	Planned delivery date
Complete and share Team Charters, to ensure complete Melton overview	Dec 2021
Re-launch of Service Champions	Jan 2022
Consider a potential programme to encourage employees to be involved in greater community engagement. (Design and deliver as agreed).	Sept – Dec 2022
Development of collaborative working opportunities to ensure cross-working across Melton (to include get to know another team, networking skills. “Walking in each other’s shoes” etc)	April 2022 onwards
Continue work across the Northern Alliance to share people best practice, working together where benefit can be gained e.g., agency workers.	Sept 2021 onwards



## Theme 4 – Learning

**Supporting us as individuals, teams and an organisation to develop and learn together**

**Outcome 1: To deliver a Leadership & Management Development programme which supports new ways of working, cultural changes & embeds the behaviour framework and new approach to performance management.**

Key activities	Planned delivery date
Design and deliver a leadership and management development programme of support to embed the values and behaviour framework – linked to new ways of working requirements and other areas from this strategy e.g. recruitment.	Jan 2022 onwards
Finalise and implement opportunities with Northern Alliance for management development (ILM 3 & 5).	Sept 2021 onwards
Introduce an Aspiring Leaders programme.	April 2022 onwards

**Outcome 2: To design & embed a new performance management process based on more regular quality conversations, focussed on what and how achievements have been delivered and ensuring greater opportunity for reflection and learning.**

Key activities	Planned delivery date
Review the current performance management process to design a new process which is fit for purpose, focussed on quality conversations, performance development and delivers against our behaviour framework.	Oct 2021 – Mar 2022
Implement and embed the new process, which will also support an organisation wide learning approach, with a focus on being curious, sharing, reflecting, and working together to gain the best outcome.	April 2022 onwards

**Outcome 3: To review and agree how a new learning management system can support learning and development, procuring and implementing the best system to achieve the agreed outcomes.**

Key activities	Planned delivery date
As per contract change guidelines, to include: <ul style="list-style-type: none"><li>• Improvement to how mandatory training is delivered and monitored.</li><li>• Promotion of tools and development available to all including user guides</li><li>• A review of how a learning management system (LMS) can support virtual communication.</li><li>• Increased on-line induction opportunities</li></ul>	To fit with agreed contractual change timescales