

<b>Public Accounts Select Committee</b>		
Title	Commercialisation and culture change review	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	6 November 2019

## **1. Purpose of this paper**

1.1. At its meeting in July 2019, the Committee discussed its work programme for 2019-20 and it decided to carry out a review of commercialisation and culture change in Lewisham. This followed from previous work carried out by the Committee on income generation and commercialisation. This paper sets out information for the committee to consider as part of its evidence gathering for a final report.

## **2. Recommendations**

2.1. The Select Committee is asked to:

- Note the content of this report;
- Consider the update on income generation/fees and charges from the Council's Strategic Procurement and Commercial Services Manager at appendix 1;
- Consider the update on commercial culture and training from the Council's Director of Organisational Development and Human Resources at appendix 2;
- Note the write up from the Committee's visit to LB Barking and Dagenham at appendix 3;
- Note the write up from Councillor Krupski's attendance at the LGA skills masterclass at appendix 4;
- Direct questions regarding the reports and updates above to the relevant officers and members at the meeting on 6 November 2019.

## **3. Commercialisation and culture change key lines of enquiry**

3.1. The Committee has agreed these key lines of enquiry for its review:

Key line of enquiry 1: creating a workable, vibrant and positive commercial culture

Key questions:

- How can we instil a more commercial mindset throughout the Council?
- How will the Council encourage and provide the structures necessary for officers at any level to instigate new ideas?
- How will the council take more of a collective responsibility and lessen any blame culture so that officers have the freedom to act?
- Are there any corporate structures in place that could be hindering this kind of work? If so how should they be changed?
- How do we create a culture where risk is talked about openly and candidly for courageous ideas to be brought forward?

- How do we use the generation of income itself to motivate officers? Do we allow departments to keep back generated income for further innovative projects or does all the income come back centrally?
- How does the council breed a culture of understanding among officers and members that this is positive change and done for the very best possible reasons and outcomes?
- Are the structures in place to do good constructive performance management of projects?

#### Key line of enquiry 2: training and Development for officers and members

Key questions:

- Does the council have officers with the right skills and training to do this work? If not, how can a training programme be put in place and what are the resource implications of this?
- Do officers have enough time? How will projects be organised so that the every-day work of the council is not adversely affected.

#### **4. Timetable**

4.1. The Committee review is currently being carried out in line with this timetable:

##### August/September 2019

Visit by Members of PAC to the London Borough of Barking and Dagenham to discuss culture change with the cabinet member and officers. (to answer the questions posed under KLOE1)

##### September/October 2019

Visit to another enterprising Council (tbd) (to answer the questions posed under KLOE1)

##### 6 November 2019

Report back from Committee members on visits.

An invitation to the Council's head of Organisational Development and Human Resources to outline current staff development and training which supports the development of a more entrepreneurial council – incorporating challenge on the Council's approach to implementing the income generation strategy (to answer the questions under KLOE2)

Update on income generation and commercialisation activities from the Strategic Procurement and Commercial Services Manager (to answer the questions posed under KLOE1)

##### 16 December 2019

Questions for the Cabinet Member for Finance and Resources on leading and implementing change – in line with the Council's corporate strategy and policy framework (to answer the questions posed under KLOE1)

Update from officers on the implementation of the Council's transformation programme (to answer the questions posed under KLOE1)

Date TBC

Pilot commercialisation training session for members (to answer the questions posed under KLOE1 and 2)

In addition, the Committee should continue its support for a scrutiny rapporteur – to attend training and development opportunities in order to build expertise in this area.

5 February 2019

Final report and recommendations for submission to Mayor and Cabinet

## **5. Further implications**

- 5.1. At this stage there are no specific financial, legal, environmental or equalities implications to consider arising from the implementation of the recommendations in this report. However, there will be implications arising from the issues considered over the course of the year, these will need to be considered in due course.

## **6. Background papers**

Public Accounts Select Committee agenda and minutes – 10 July 2019: [100719](#)

## **Appendix**

- 1: income generation and fees and charges update
- 2: update from the Director of Organisational Development and Human Resources on commercial culture and training
- 3: write up from the Committee's visit to Barking and Dagenham
- 4: Councillor Krupski's notes from LGA commercial skills masterclass

For further information about this report please contact Timothy Andrew, Scrutiny Manager ([timothy.andrew@lewisham.gov.uk](mailto:timothy.andrew@lewisham.gov.uk))

# How to carry out an in-depth review

