

Public Accounts Select Committee			
Report Title	Update on Commercial Culture and Training		
Key decision	No	Item No	
Contributors	Director of Organisational Development & Human Resources		
Class	Part 1	Date	6 November 2019

1. Purpose of Report

- 1.1. At its meeting on 13 June 2019, PASC agreed that it would continue to investigate the issues of income generation and commercialisation throughout the 2019-20 municipal year. This paper provides an update on the work programmes in relation to the Council's culture as well as leadership / management training that support the development of a greater commercial culture / mind-set.

2. Recommendations

- 2.1 To note the work being undertaken on a refreshed organisational culture and values – 'The Lewisham Way', and training for senior managers set out in the paper to support developing a more commercial culture / mind-set across the Council.

3. Policy Context

- 3.1. This work has been undertaken in line with the Corporate Strategy 2018-22. As it relates to the culture of the Council it supports all the Council's priorities. In specific terms of developing a commercial mind-set it relates specifically to:
- Directly supporting the objective to build an economy for the many: and
 - Indirectly supporting the remaining six objectives through supporting a sustainable financial position which will fund activity in these areas.

4. Background

- 4.1. The Lewisham Way (Behaviour Framework and Values) has been the foundation of the Council's approach to working with residents and delivering services, defining what makes Lewisham different and special. The behaviours and values have provided the understanding and clarity from which to lead and learn. However the Lewisham Way has been in place for c15 years and therefore, with much change having happened and with a new corporate strategy in place, it was decided it needed revalidating and refreshing.
- 4.2. Work was commissioned earlier this year to review and revalidate the current Lewisham Way to ensure it reflected the ongoing needs of the council and residents. The approach to refreshing the Lewisham Way was through evolution not revolution, in order to build on the Council's historic legacy and the benefits the Lewisham Way brings to our borough and its residents, and to ensure it continues to reflect the modern landscape within Lewisham and best practice outside it.

5. The Refreshed / Revalidated Lewisham Way Behaviours and Values Framework

5.1 The process of refreshing and revalidating the Lewisham Way involved referencing against a range of internal and external references that included;-

- Using the research which has identified behaviours that deliver superior organisational performance specifically in dynamic environments by enabling individuals, teams and organisations to perform at outstanding levels in complex and fast changing environments.
- Input from the Mayor and Cabinet members and Executive Team members
- Input from the work carried out as part of the Democracy Review.
- Workshops with Council staff, managers and leaders.
- Feedback from the Staff Survey.

6. Delivering the Refreshed Lewisham Way – Culture and Values

6.1 The New Lewisham Way is being launched to both leaders and staff in the Council across November to January, through activity that includes both leadership and staff events.

6.2 The new values and behaviours will be embedded through the Council HR management processes:

- Performance management – the new behaviour competencies are a core part of the new performance management and review process.
- Development (L&D) – through building structured development around the core behaviour competencies, ensuring common understanding across the organisation, promoting individual development and raising capability across the Council.
- Recruitment – through interview question linked to behaviour compatibility and values.
- Induction – building the Lewisham Way behaviours & values model into the Council induction for all new employees.

7. Commercial Mind-Set Development as part of Lewisham Way Culture

7.1 As part of the nine behaviour elements that form the refreshed Lewisham Way culture, there are three that directly support the culture of a commercial mind-set. These are:-

- Create and Innovate
- Measure and Evaluate
- Think broadly and find solutions

7.2 Specific training interventions will be developed over the coming year to support development in all behavioural elements of the Lewisham Way. Also broader topics that cut across a range of these areas, such as commercial mind-set / income generation will be supported by targeted development as well.

- 7.3 In respect of commercial training we are planning to run development courses for both leaders and senior managers in early spring next year. As well as a members focussed session that has been requested by this Committee.
- 7.4 The leader's course will be aimed at a strategic level but will also include case studies to make the learning real and relate to the council environment. It will include subject areas of value for money, options appraisals, cost recovery, cost modelling, benchmarking, effect of income versus volume, efficiency, political dimensions of cost/income.
- 7.4 The senior manager's course will be longer and more in-depth covering broadly the same areas, again using real workplace examples, but at a more granular operational level.

8. Financial Implications

- 8.1 None, training costs will come from existing budget provision.

9. Legal Implications

- 9.1 There are no direct legal implications of the report.

10. Crime and Disorder Implications

- 10.1 There are no specific crime and disorder implications arising from this report.

11. Equalities Implications

- 11.1 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 11.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 11.3 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not.
- 11.4 It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 11.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are

potentially affected by the 7decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

- 11.6 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the Statutory Code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

- 11.7 Any future changes proposed to the setting of fees and charges by services will necessitate full consideration of the possible equalities implications at that point. Similarly the design and delivery of any communications or training materials this will be undertaken in accordance with our obligations under the public sector equalities duty.

12. Environmental Implications

- 12.1 There are no specific environmental implications arising from this report.

13. Conclusion

- 13.1 This report sets out progress on refreshing the Council's organisational culture and its link to a commercial mind-set as well as planned training for senior managers.