

<b>GROWTH, RESOURCES AND COMMUNITIES SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 7
<b>14 SEPTEMBER 2023</b>	<b>PUBLIC REPORT</b>

Report of:	Cecilie Booth, Executive Director of Corporate Services and Section 151 Officer.	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services	
Contact Officer(s):	Mandy Pullen, Assistant Director HR and Development	07920 160379

**UPDATE ON PEOPLE & CULTURE PROGRAMME**

<b>RECOMMENDATIONS</b>	
<b>FROM:</b> <i>Mandy Pullen (Assistant Director of HR &amp; Development)</i>	<b>Deadline date:</b> <i>N/A</i>
<p>It is recommended that Growth, Resources and Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> <li>Note the content of the Peterborough City Council's People &amp; Culture Programme and note the progress being made to deliver the desired outcomes.</li> </ol>	

**1. ORIGIN OF REPORT**

1.1 At its last meeting the Growth, Resources and Communities Scrutiny Committee requested a report from HR & Development, setting out the content of the People & Culture Programme and the progress being made towards delivery of desired outcomes.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The Committee has previously identified risks and issues relating to the Council's workforce and is seeking assurance that these matters are being appropriately addressed in a structured and strategic manner, with a clear plan for delivery and measurement.

2.2 This report is for Growth, Resources and Communities Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by the Council:

8. Economic Development and Regeneration including Strategic Housing and Strategic Planning.

**3. TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If yes, date for Cabinet meeting	<b>N/A</b>
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## 4. BACKGROUND AND KEY ISSUES

- 4.1 The Corporate Strategy and City Priorities document is clear about the importance of people and culture and the need for change:

“The success of what we do and how we do it not only depends on our ability to create the right capacity and capability to develop high performing functions to support service delivery but a **strategic corporate core** which can lead, plan and enable, and then make sure service delivery is integrated and collaborative – this is as much about leadership and people as it is about getting the basics right.”

This element is then set out more explicitly in terms of the Sustainable Future City Council Portfolio, which identifies promises, outcomes and aims around capability, culture, values, leadership, learning, performance, equalities, engagement and retention.

- 4.2 People & culture is therefore at the heart of much of the strategy and the People and Culture Programme brings these elements together as a connected series of interventions around how we attract, retain, develop & grow the workforce and organisation that we need. All of which is overseen and governed as part of the Sustainable Future City Council Portfolio.
- 4.3 The Programme is still relatively foundational, with the current focus on creating the right narrative with a draft workforce plan, the establishment of an evidence base for change with the use of a staff engagement survey and a review of reward and recognition and the development of the leadership team around a clear agenda for change for people and culture, including taking ownership of that agenda. Subsequent phases of the Programme would then be driven by the evidence and could include more significant structural changes to our learning curriculum, career paths, job design and reward structures and through that further embedding of the desired culture and values.
- 4.4 The immediate priorities are therefore the things that will form the basis for change. Initially this is the development of a draft workforce plan that both sets out the narrative behind the change (what are we trying to achieve apart from good practice) and also becomes the thing that connects the changes (the sum of the parts being greater). With this in mind, the identified priorities are around recruitment (processes, branding, marketing), reward (pay, progression, benefits), mandatory learning (skills, knowledge), early careers (apprenticeships and graduates) and leadership (a long term development programme).
- 4.5 There remains a focus on culture, values and behaviours at the heart of the Programme, with the employee engagement survey forming a baseline for us as well as acting as a diagnostic to help prioritise and shape the follow up work in these areas.
- 4.6 In terms of where we are, we developed the Programme in the Spring and worked through the stages of initial discovery, defining the constituent projects, planning them out and securing funding for them. We have now moved into delivery – albeit early stages of delivery with a draft workforce plan, a survey agreed with the LGA, procurement completed for a leadership programme and a reward partner now doing discovery work and activity on both the front end and back end of recruitment well under way.
- 4.7 The engagement survey in September therefore becomes an important watershed, giving us a detailed diagnostic and evidence base. This enables further refinement of the rest of the Programme and also provide the platform to finalise the workforce plan, provide content to the leadership programme, gives us content for the branding exercise and identify our gaps in terms of values and behaviours. Most importantly it will include the employee voice so we can position these projects in response to what they have said rather than just what we think is best practice.
- 4.8 Finally the corporate (and service) KPIs that have been developed to measure progress against the Corporate Strategy include clear outcome measures around people and culture that will not only measure progress against these elements of the strategy, but also progress against the desired outcomes of the Programme.

## **5. CORPORATE PRIORITIES**

5.1 As identified above, the People & Culture Programme is inextricably linked to the Corporate Strategy and is an integral part of the Sustainable Future City Council Portfolio.

*Further information on the Council's Priorities can be found here - [Link to Corporate Strategy and Priorities Webpage](#)*

## **6. CONSULTATION**

6.1 Internal stakeholder consultation on the Programme has been extensive, with input throughout from CLT, ECLT, DMTs, FSWG, IIAP and through regular reporting to the Sustainable Future City Council Portfolio Board.

## **7. ANTICIPATED OUTCOMES OR IMPACT**

7.1 There are no recommendations arising from this report and it is designed to provide assurance that the risks and issues highlighted by the committee are being addressed.

## **8. REASON FOR THE RECOMMENDATION**

8.1 N/A

## **9. ALTERNATIVE OPTIONS CONSIDERED**

9.1 N/A

## **10. IMPLICATIONS**

### **Financial Implications**

10.1 The financial implications of the Programme have been considered as part of the Sustainable Future City Council Portfolio and an appropriate budget has been agreed with funding to come from the Transformation Reserve.

### **Legal Implications**

10.2 N/A

### **Equalities Implications**

10.3 Equality, Diversity and Inclusion will be integral to all aspects of the Programme and it will seek to integrate equality of opportunity into all aspects of people management to ensure a diverse workforce and an inclusive environment. As the People & Culture Programme develops, the requirements of the Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010 will require consideration. This requires the Council to pay 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; and
- foster good relations between people who share a protected characteristic and those who do not.

## **11. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

11.1 N/A.

## **12. APPENDICES**

12.1 N/A

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