

Individual Executive Decision Notice

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| Report title | People Transformation Programme - Resource plan | |
| Decision designation | GREEN | |
| Cabinet member with lead responsibility | Councillor Paula Brookfield and Councillor Louise Miles Cabinet Member for Governance and Equalities and Cabinet Member for Resources | |
| Wards affected | N/A | |
| Accountable Director | Laura Phillips, Deputy Director of People and Change | |
| Originating service | People and Change | |
| Accountable employee | Chris Pugh Email | Programme Manager Christopher.pugh@wolverhampton.gov.uk |
| Report to be/has been considered by | Strategic Executive Board | 18 July 2023 |

Summary

Cabinet delegated authority as per the Reserves and Provisions 2022 – 2023 report on 12 July 2023 to the Cabinet Member for Resources and the relevant Cabinet member, in consultation with the Director of Finance and the relevant Director/Deputy Director to allocate funds from reserves.

This report details the resource and funding requirements for the People Transformation Programme. A decision is required to allocate budget to allow the programme to deliver its objectives.

Recommendation for decision:

That the Cabinet Member for Resources and the Cabinet Member for Governance and Equalities, in consultation with the Director of Finance and the Deputy Director of People and Change:

1. Approve the use of Transformation Reserve to support funding the People Transformation Programme up to £235,000, with a view to carrying out a review of progress and resources which will provide recommendations on any further requirements at a later date.

1.0 Background

- 1.1 The People Transformation Programme has been established as a delivery model to coordinate a range of projects and change initiatives within People Services (formerly HR) and Organisational Development. This will ensure we continue to work with employees to identify people centric solutions to emerging issues across the organisation. The programme will also oversee the refresh and monitoring of the existing Our People Strategy, which expires in 2024, and support the Council in responding to a strategic risk regarding recruitment and retention.
- 1.2 The programme was endorsed at Strategic Executive Board on 18 July 2023 and it was agreed to seek to fund the programme for up to an initial 12 months for various roles, with a view to review any further funding approvals at a later point to extend the programme to deliver further phases of projects and activity.

2.0 Key drivers for the programme include:

- A need to transform People services (formerly known as HR) to be more resilient, less dependent on agency staff and modernised to support a post-covid workstyle/ organisational culture.
- Attracting and retaining employees, with a focus on addressing issues with challenging recruitment and turnover rates in some areas of the organisation – proactively responding to local and national challenges and responding to the strategic risk in this area for the council.
- Being able to clearly define expectations of managers and leaders and putting relevant support in place to help them to develop their teams and manage their workload – true to our commitment of growing our own.
- Equality, Diversity and Inclusion and ensuring our workforce is representative of the diverse communities within the city at all levels of seniority.
- Our People Strategy end date (2024).
- Responding to customer/ employee feedback about working styles and support services.
- Supporting employees to be able to do their job, feel empowered, valued and able to develop their skills and careers – being an ‘employer of choice’ whom ‘grows its own’ talent to develop and thrive.
- Supporting and leading on our response to employee health and wellbeing which is a strategic risk for this council.

3.0 Evaluation of alternative options

- 3.1 **Option 1:** No change. The 'no change' option would not support the Council to be able to realise its ambitions to be an 'Employer of Choice' with a people centric culture that supports our response to recruitment and retention challenges and health and wellbeing. It would also impact our ability to realise the commitment made to equality, diversity and inclusion.
- 3.2 **Option 2:** This approach would involve delivering change within service areas as an extension of business as usual. This would involve embedding a principle of continuous improvement within services, who would be accountable for implementing changes to improve their own service area. This option would have a high impact on workloads within the service areas, impact the ability to deliver business as usual activities and delay the implementation of the transformational change.
- 3.3 **Option 3 (recommended):** Setting up a programme structure will allow the effective scheduling, planning and reporting of delivery across a wide range of projects and activity. Acquiring additional resources (as identified within the cost and resources section) will build project support capacity to enable services to work on the programme alongside their business-as-usual activity.

4.0 Reasons for decision

- 4.1 Without the coordinated approach provided by the involvement of projects and change resource within an organised programme structure, effective change will be more difficult to deliver, with less clarity around how demonstrable benefits will be evidenced and less control over the time, cost and scope of the work.

5.0 Financial implications

- 5.1 This IEDN seeks approval for a budget of £235,000 from the Transformation reserve to cover initial programme resource requirements for a number of positions. This will facilitate further refinements of the programme's business case and align programme resource with the wider Projects and Change Service structure changes.
- 5.2 The programme will produce a report to summarise progress, identify early benefit realisation and propose any further extension to the programme, alongside any request for further resources and/or funding as appropriate. Funding which may in the short term utilise appropriate reserves and/or efficiencies will need to be considered as part of future budget setting processes alongside the MTFs and will be subject to future reports.
- 5.3 All projects falling under the programme will be subject to development of a full business case and will be taken to Project Assurance Group for further discussion.
- 5.4 The additional positions to support the delivery of phase 1 of the programme are outlined in the below table in terms of specific roles incorporated to support the programme for a period of time up to the budget request of £235,000:

Role

| Role |
|-------------------------------|
| Programme Manager (Grade 8) |
| Project Manager (Grade 7) |
| Improvement Manager (Grade 7) |
| Project Officer (Grade 6) |
| Data Analyst (Grade 7) |

[LD/22122023/A]

6.0 Legal implications

6.1 There are no direct legal implication arising out of this report.

[SZ/04122023/P]

7.0 Equalities implications

7.1 Equality, Diversity and Inclusion (EDI) are key areas to be strengthened within the Our People Strategy refresh and represent a core part of the overarching Our Council, Our Plan.

8.0 The programme will help to deliver key EDI activity and will work closely with the Equality, Diversity and Inclusion team to ensure all new projects/ activity have EDI embedded within them.

9.0 All other Implications

9.1 A stakeholder map and analysis has been carried out to ensure all key internal and external stakeholders have been identified and a communications approach is in place.

9.2 The programme has been formally registered with the corporate Project Management Office and progress reporting will be carried out using the Verto project management system, allowing a full audit trail of key decisions, risks, issues and progress. The programme progress will also be monitored by Project Assurance Group and a six-monthly update and annual report will be submitted to the Strategic Executive Board to ensure senior officer visibility of progress. Trade Unions and wider employee networks will also be kept abreast of progress and an engagement strategy will be developed to ensure there is genuine two-way feedback throughout the programme, rather than one-directional updates.

9.3 Climate Action, Digital, Health and Safety and Wellbeing are underpinning themes to be considered across all programme delivery and strategic leads representing each of these themes will be members of the People Transformation Programme Board.

9.4 In terms of recruiting to the vacancies within the proposed programme structure, this will be carried out in accordance with current HR policies.

10.0 Schedule of background papers

11.0 Cabinet, 12 July 2023, Reserves and Provisions 2022- 2023

12.0 Appendices

12.1 None