

Cabinet

Tuesday 1 November 2016

4.00 pm

Ground Floor Meeting Room GO2A, 160 Tooley Street, London
SE1 2QH

Appendices

List of Contents

Item No.	Title	Page No.
11.	Southwark Voluntary and Community Sector Strategy 2017 - 2022 Appendices 1 – 3.	1 - 31
12.	Implementation of the Modernisation Programme Appendices 1 - 4.	32 - 89

Contact

Paula Thornton 020 7525 4395 or email: paula.thornton@southwark.gov.uk
Webpage: www.southwark.gov.uk

Date: 24 October 2016

<p>Vision</p>	<p>To support a sustainable, confident and resourceful voluntary and community sector (VCS) that can work in collaboration with the public and private sector to create a safer and fairer Southwark</p>			
<p>Objectives</p>	<p>To improve quality and outcomes for residents that reduce and prevent future demand on high cost, high demand services</p>		<p>To sustain and build strong, cohesive communities where no one group or community is left behind.</p>	
<p>Priorities</p>	<p>Better partnership working to improve outcomes for residents</p>	<p>Improved commissioning and grant-giving to focus on outcomes and be more collaborative, and community-led</p>	<p>Better use of community assets as a route to revitalize neighbourhoods and create preventative places</p>	<p>More resilient communities that are connected and more resourceful</p>
<p>We will achieve this by...</p>	<p>Changes in how we work together and embed the principles of co-production in everything we do in order to maximize social value</p>	<p>Fuller involvement of stakeholders in the commissioning cycle that is outcomes focused. To achieve this, we want to develop collaborative commissioning approaches and invest in developing local consortia/partnerships</p>	<p>Harnessing the value of the borough's outside spaces to improve wellbeing, engagement and community cohesion.</p>	<p>Unlocking the assets and social value that exist in communities so that resources, time and talents can support the development of more resourceful and connected communities</p>
	<p>Creating more responsive and joined up ways of working using existing structures (such as the Local Care Networks) to harness the power and knowledge of local communities to help reduce the impact of reductions in local authority and NHS resource</p>	<p>Changes to how we use contracts and grants with a balance between longer funding cycles and support for innovation to help develop different, more efficient and more impactful services for residents. We will develop a longer-term outlook in terms of grants and commissioning</p>	<p>Developing an approach to enabling asset transfer to take place in the right circumstances.</p>	<p>Enabling and supporting the development of community connectors. Acting as navigators and supporters for local communities; connecting individuals, neighbourhoods and communities</p>
	<p>Encouraging the VCS to work more in collaboration and to provide mutual support to help improve outcomes for residents</p>	<p>Agreeing a set of core outcomes (Common Framework) for the benefit of the whole community of Southwark against which impact is measured and aligned against Council and CCG plans</p>	<p>Taking advantage of co-location opportunities. We want through co-location and sharing assets to improve preventative services and outcomes for residents.</p>	<p>Enabling individuals and groups to be agents of change, ready to shape the course of their own lives. We will achieve this supporting volunteers and other forms of social action</p>
	<p>Greater engagement with the business sector leading to more placed based giving and crowd funding initiatives</p>	<p>Building services around the needs of the local community and there is a presumption that local provision is the default position. Using digital approaches to transform our services</p>	<p>Embedding co-production and co-design when considering place based strategies, to create improved outcomes for residents, through community-led approaches.</p>	
<p>Delivery</p>	<p>VCS/Council Liaison Group implementation planning groups hold others to account for delivery and implementation</p>			

Common Purpose, Common Cause

Voluntary and Community Sector Strategy 2017-2022

Executive Summary

Overview

This strategy is guided by a compelling vision and a clear, common purpose - to support a sustainable, confident and resourceful voluntary and community sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents.

The way the public sector and the voluntary and community sector (VCS) work together in Southwark has changed significantly since the last voluntary and community sector strategy in 2007; but all of us agree that it has to change further. We want a relationship where the public sector, in partnership with the VCS, enables and supports new ways of delivering integrated, more efficient and community-led outcomes.

The strategy is based on the assumption that austerity, growing demand and complexity in the needs of service users – are driving us all to evolve, adapt and innovate. The challenge is, given constrained resources and a rapidly changing environment, how can we enable and support a strong VCS that can provide solutions and different approaches to support Southwark residents?

We believe there is a way this can be achieved through community focused services delivered at a local level, focused on the needs of the local population – delivering services that work for the individual, the community and the public sector. That is why we need a new voluntary and community sector strategy that sets out this common purpose and common cause.

To achieve our vision, we have focused on two strategy objectives. First we want to improve outcomes for residents that reduce and prevent future demand on high cost, high demand services. Second, to sustain and build strong, cohesive communities where no one group or community is left behind. Beneath these objectives sit four priorities, that will meet the Council plan commitment to enhance the work of the VCS to achieve our collective goals.

These priorities concern the areas of work which, over 200 participants at our listening events told us, would have the biggest impact and bring about change where it is needed the most. If we can achieve what we want to with these priorities, we will be much closer to our vision: one where there is a new settlement between all sectors, that amongst other things, will put organisational sustainability and an early action, outcomes focused approach at its core

Developed through a tri-partite (three-way) arrangement, we have set out a direction of travel for all partners - Southwark Council, Southwark Clinical Commissioning

Group, other significant partners and the voluntary and community sector – about how we can be more than the sum of our parts.

What success looks like by 2022

To bring about the partnerships and transformation that is required to realise our ambition for this strategy we have identified a number of priorities. To make a real difference these priorities must be pursued together and build on the good practice already in place.

In five years we will have:

Created better partnership working to improve outcomes for residents

We will know if we have been successful if in five years we can measure improved outcomes for residents as a result of greater partnership working and co-production between the public sector, the VCS and residents.

To achieve this:

- We want to see changes in how we work together and embed the principles of co-production in everything we do to get the best out of working together.
- We want to encourage the VCS to work more in collaboration and to provide mutual support to help improve outcomes for residents.
- We want to see more responsive and joined up ways of working using existing structures (such as the Local Care Networks). Joining up with the aim of harnessing the power and knowledge of local communities to help mitigate against the impact of reductions in local authority and NHS resources.
- We want to enable and foster greater engagement with the business sector. This would lead to more 'placed based giving' and 'crowd funding' initiatives.

Improved commissioning and grant-giving to focus on outcomes

We will know if we have been successful in five years if residents and communities have a greater say in the design and delivery of services and new ways of working and new models of delivery are encouraged and supported.

To achieve this:

- We want a fuller involvement of stakeholders in the commissioning cycle. To achieve this, we want to develop collaborative commissioning approaches. This will mean a greater focus on outcomes.

- Where necessary we will invest in supporting local partnerships or consortia to develop capacity and skills in order to deliver outcomes for residents.
- We want to change how we use contracts and grants, with a balance between longer funding cycles, and one-off / short term support for innovation. This would help develop different, more efficient and more impactful services for residents.
- We want to agree a set of core outcomes (Common Framework) for the benefit of the whole community of Southwark against which impact is measured and aligned against Council and CCG plans.
- We will develop a longer-term outlook in terms of grants and commissioning
- We want services to be built around the needs of the local community. We also want services to be built around a recognition of the value and impact of locally delivered services with local provision being the default position. Using digital technology we want to transform how we serve and enhance the lives of people in our community so they receive quality information and access to services.

Made better use of community assets to revitalise communities and create preventative places

After five years we will know if we are successful if more assets are community led and can demonstrate their impact in relation to improving well-being and community cohesion.

To achieve this:

- We want to harness the value of the borough's outside spaces to improve wellbeing, engagement and community cohesion.
- We want to develop an approach to enabling asset transfer to take place in the right circumstances.
- We want to ensure that the Council and NHS's property portfolio is deployed effectively to take advantage of opportunities for VCS organisations to share premises, for mutual benefit and ultimately to improve services and therefore outcomes for residents.
- We want placed based strategies to be community-led and developed through co-production and co-design, to create better outcomes for residents.

Enabled and supported more resilient communities that are connected and more resourceful

We will know if we have been successful if, in five years, residents are supported and encouraged, through social action, to have more control over their lives and their

communities.

To achieve this:

- We want to unlock resources, time and talents that exist in communities so that these assets can help them become even more resourceful and better connected and create social value.
- We want to enable the development of community connectors. Acting as navigators and supporters for local communities; connecting individuals, neighbourhoods and communities.
- We want to enable individuals and groups to be agents of change, ready to shape the course of their own lives. We will achieve this by supporting volunteering and other forms of social action.

How this fits in with the overall strategic direction of the Council and the Clinical Commissioning Group

The priorities set out in this strategy are aligned with a number of **the Fairer Future promises set out in the Council Plan** as follows:

What's the promise	How this strategy will deliver the promise
Promise 2: Free swimming and gyms	We will make it easier to be healthier
Promise 5: Nurseries and childcare	We will help parents balance work and family life
Promise 6: A Greener Borough	We will support environmental initiatives
Promise 7: Safer Communities	We will make Southwark safer
Promise 8: Education, employment & training	We will support residents to develop their skills and confidence, including digital inclusion
Promise 10: Age Friendly Borough	We will help residents get the best out of Southwark whatever their age

The priorities of this strategy also support the following priorities of the Southwark Clinical Commissioning Group and Southwark Council's Five Year Forward View:

- Increase healthy life expectancy
- Reduce health inequalities across communities
- Empower people to live well and to take control of their lives
- Achieve this transformation by:
 - Focusing on populations and place-based Local Care Networks rather than traditional organisational silos
 - Focusing resources on activities which create the highest value
 - Focusing on co-producing good health in partnership with people; thinking about how care is delivered not just what care is provided.

APPENDIX 3

Common Purpose Common Cause

**Southwark's Voluntary and Community
Sector Strategy**

2017-2022

Acknowledgements

Thanks must go to the members of the **VCS Strategy Working Group** that was formed to take forward this work. The group oversaw the development of the strategy.

The tripartite membership enabling a coordinated approach to the development of the strategy.

Members of the group were:

Stephen Douglass, Director of Communities, LBS Housing & Modernisation (chair)

Jacky Bourke-White, Chief Executive, Age UK Lewisham & Southwark

Dick Frak, Interim Director of Commissioning, LBS Children's & Adults

Matthew Jackson, Head of Property, LBS, Chief Executive's

Ali Young, Head of Pathway Commissioning, CCG

Stephen Gaskell, Head of Chief Executive's Office, LBS Chief Executive's

Simon Mitchell, Senior Commissioning Manager, LBS Children's & Adults

Gordon McCullough, Chief Executive, Community Southwark

Andy Matheson, Senior Commissioning Officer, LBS Housing & Modernisation

Jin Lim, Assistant Director, LBS Public Health

In addition, special thanks must also go to all the voluntary and community sector organisations and public sector partners who demonstrated amazing commitment and goodwill throughout this process. The strategy would have been much diminished without their honest and considered input.

Contents

	Page
Foreword: Cllr Barrie Hargrove	4
Definitions	5
Why do we need a voluntary and community sector strategy?	6
How the strategy was developed	7
Our starting point	7
How the strategy fits in with the overall strategic direction of the Council and the Clinical Commissioning Group	8
The VCS in Southwark	9
Key messages from the Listening Events	10
What will success look like?	11
Making sure it happens	11
Delivering the strategy	12
Appendix 1	23

Foreword

Southwark is a great place to live, to learn, work, volunteer and get involved.

We have a proud history, a solid sense of community and a great ability to transform and renew - sometimes against the odds. Our borough brims confidence and ambition. Our strengths are those of tolerance, cohesion and diversity. And the voluntary and community sector (VCS) embodies all of this, alongside a determined independence, fairness and energy, to deliver the very best for residents in Southwark. That's why it's hard to find anyone who doesn't recognise the value of the voluntary sector in Southwark. That's also why the contribution of this sector is crucial to the future shape of the borough and the wellbeing of its people.

Recognising the changing world we all live in now, and making good on a Council Plan commitment to enhance the work of the voluntary and community sector, in 2014 the Southwark Health and Wellbeing Board established an independent Early Action Commission. The commission focused on tackling the root causes of preventable problems that, if left unchecked, can ruin lives and trigger demands for costly services. The contribution of the VCS is vital to preventing this happening.

Published in 2015, the Commission's report was welcomed as an important contribution to putting prevention and

early action at the heart of service delivery. More specifically the Early Action Commission identified four goals that deliver better outcomes. These were "resourceful communities", "preventative places", "strong, collaborative partnerships" and "systems geared to early action".

The Commission celebrated the positive work of the voluntary, public and private sectors that helps people flourish, reduces demand on costly public services, and creates the right conditions for prosperity and well-being. Despite this good work all partners recognised there are opportunities to be bolder and to go further by making early action the 'norm'.

In light of this, we saw a need to develop a new and different VCS strategy for Southwark, which embeds early action in service delivery; harnesses the unique position and relationships the VCS has in building community resilience; and creates the conditions for collaboration with public and private sector partners to improve the lives of all Southwark residents.

This strategy is ambitious and our goal is to help the VCS to thrive and meet the needs of all our communities.

Cllr Barrie Hargrove

Cabinet Member for Communities and Safety

Definitions

Voluntary and community sector (VCS): Some voluntary organisations are primarily involved in specific types of service delivery and have much in common with housing and health services. Other community organisations are not involved in providing the direct delivery of a service, but are instead focused on community development and community capacity-building, through advocacy, volunteering and citizenship. Many community organisations bring people together through a common affinity of place, interest, culture or faith. The common denominator is the pursuit of social change, not profit making and benefiting from significant degrees of social action.

Social action - covers people getting together to support a community project in their local areas, e.g. setting up a new services or amenity to help local residents, volunteering, or organising a community event e.g. a street party.

Public sector: this term encompasses both Southwark Clinical Commissioning Group (CCG), Southwark Council and other public agencies.

Local Care Networks (LCNs): Southwark health and care providers (including Healthwatch Southwark and the VCS) have formed Local Care Networks. Through these formal networks, providers can look at the range of services that they provide for

the local population and see how they can work together to better join up care and improve health and wellbeing outcomes. In Southwark, there are two LCNs (north and south), which meet on a monthly basis.

Social value - involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public agency chooses to award a contract. Social value asks the question: "If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?"

Social investment - means 'finance' provided for the VCS, which the investors expect to both get back and to create social impact.' The social investors providing this money include specialist banks, individuals, and charitable trusts, as well as organisations and funds that have been specifically set up to make social investments. Each has different motivations but what all social investors have in common is: they expect to get their money back, often with interest Investors want to see positive social change take place as a result of their investment. Social investment is not a grant or a donation.

Co-production: involves people who use services or live in a particular neighbourhood being consulted, included and working together from the start to the end of any project that affects them.

Why do we need a voluntary and community sector strategy?

The way the public sector and the voluntary and community sector (VCS) work together in Southwark has changed significantly since the last voluntary and community sector strategy in 2007; but all of us agree that it has to change further.

This strategy is guided by a compelling vision and a clear, common purpose:

To support a sustainable, confident and resourceful voluntary and community sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents.

The strategy is based on the assumption that austerity, growing demand and complexity in the needs of service users – are driving us all to evolve, adapt and innovate. The challenge is, given constrained resources and a rapidly changing environment, how can we enable and support a strong VCS that can provide solutions and different approaches to support Southwark residents?

We believe there is a way this can be achieved through community focused services delivered at a local level focused on the needs of the local population – delivering services that work for the individual, the community and the public sector. That is why we need a new voluntary and community sector strategy that sets out this common purpose and common cause.

To achieve our vision, we need a new relationship where the public sector, in

partnership with the VCS, enables and supports new approaches to secure integrated, more efficient and community-led outcomes. What the strategy does not do is set out commissioning intentions or specifics about what will and won't be funded. That comes later.

This strategy, as well as looking to create more sustainable and productive relationships with commissioned services and larger organisations, will also value the work of the grassroots community sector. We will ensure that these groups are enabled to contribute to the overarching outcomes that we are seeking to achieve for the benefit of all communities in the borough.

Therefore we have focused on two key strategic objectives in order to achieve our overall vision:

- **To improve outcomes for residents that reduces and prevents future demand on high cost, high demand services.**
- **To sustain and build strong, cohesive communities where no one group or community is left behind.**

Beneath these objectives sit four priorities that will enhance the work of the VCS to achieve our collective goals. These priorities concern the areas of work which over 200 participants (see Appendix 1) at our listening events told us, would have the biggest impact and bring about change where it is needed the most.

How the strategy was developed

This strategy was developed through a three-way collaboration involving the VCS, Southwark Council and Southwark CCG.

The timing of this co-produced strategy is important as Southwark Council refreshes its Council Plan to achieve a fairer future for all, including incentivising healthier lifestyle choices through providing free swim and gym for all residents.

The Council has also worked jointly with NHS Southwark Clinical Commissioning Group (CCG) to set out a fresh Five Year Forward View of health and social care to 2021. Its purpose is to improve life expectancy and reduce health inequalities in Southwark, by helping more people to take greater control of their own health and ensuring local services are brought together and designed around local population need.

From the outset all three partners in this three-way collaboration agreed that this strategy should set out a direction of travel that articulates how we can be more than the sum of our parts.

An extensive listening exercise was co-produced and although you never really start with a blank bit of paper we were determined to understand what the VCS wanted and expected from this new strategy. We held four 'listening events' where over 200 people attended and participated (see Appendix 1 for a list of attendees). We listened to the opportunities, barriers and challenges facing the voluntary and community sector in Southwark.

The VCS Strategy Working Group then considered the priorities people said were most important to make the changes needed locally and we hope these are reflected in this strategy

Our starting point

In developing this strategy, a number of assumptions underpinned our thinking. These were:

- Tough financial challenges mean we all have a responsibility to reduce duplication between services, commission efficiently and reduce demand on intensive interventions (e.g. hospital and care homes), and invest in enabling people to have more control over their lives and communities;
- There will be no new money in the future and we must start thinking about shared investments; not individual pots of money;
- A stronger focus on outcomes for residents, working together to improve outcomes and provide a better experience of engagement;
- Ensuring Southwark is a safer and fairer place, where everyone can fulfil their potential and access the opportunities that living here presents - and none gets left behind;
- Knowing that there are people affected by complex social issues like mental health or domestic violence, we need to work together to develop new interventions that improve the life-chances of those at greater risk;

- Mobilising community action and making the best use of community resources, universal services, community capability and volunteering, local knowledge and spaces;
- The VCS is independent and is extremely diverse, meaning a one size fits all approach is often inappropriate; it was born out of communities and has a long history of supporting communities and maintaining wellbeing
- The strategy supports the public sector equality duty and promotes community cohesion
- The community sector has a significant role and contribution to play in place shaping through its knowledge of neighbourhoods and engagement methods
- There is a responsibility on all for the proper use of funding and resources, with particular emphasis on accountability, transparency and fairness.

How the strategy fits in with the overall strategic direction of the Council and the Clinical Commissioning Group

The priorities set out in this strategy are aligned with a number of the Fairer Future promises set out in the Council Plan as follows:

- **Promise 2:** Free swimming and gyms We will make it easier to be healthier
- **Promise 5:** Nurseries and childcare We will help parents balance work and family life
- **Promise 6:** A Greener Borough We will support environmental initiatives
- **Promise 7:** Safer Communities We will make Southwark safer
- **Promise 8:** Education, employment & training We will support residents to develop their skills and confidence, including digital inclusion
- **Promise 10:** Age Friendly Borough We will help residents get the best out of Southwark whatever their age

The priorities of this strategy also support the following priorities of the Southwark Clinical Commissioning Group and Southwark Council's Five Year Forward View:

- Increase healthy life expectancy
- Reduce health inequalities across communities
- Empower people to live well and to take control of their lives
- Achieve this transformation by:
 - Focusing on populations and place-based Local Care Networks rather than traditional organisational silos
 - Focusing resources on activities which create the highest value
 - Focusing on co-producing good health in partnership with people; thinking about how care is delivered not just what care is provided

The VCS in Southwark ¹

It is important to recognise that the local voluntary and community sector is not a single, easily defined entity. It is extremely diverse and in all its forms makes up a vital part of the social fabric of Southwark.

There are an estimated 1,200 registered charities in Southwark; 81% have an annual income of less than £500,000. There are an estimated 4,000 'below the radar' grassroots community groups in addition to the more formal, regulated sector.

The models and ways of operating within the VCS are as diverse as the scale of the sector itself. Grassroots organisations run on a voluntary basis make up a large section of the sector, they contribute vitally to communities being empowered, supported, connected and healthy, but often, as volunteer run, work in a very different way to the more formal sector.

The VCS both builds and draws on the capacity of communities to support themselves and the most vulnerable. It enriches lives and makes Southwark a healthier, safer place.

Just under a fifth of people (18%) had been involved in social action once in the last year (2015). 36% of people were aware of people in their areas getting together to support a community project, but were not involved in it.

The VCS supports local economic wellbeing. Like the public and private sectors, the VCS spends money locally, contributing to the local economy. It provides paid employment so that people can support themselves (as well as inspire others into employment through social enterprises). The VCS also develops the skills of volunteers as well as service users, contributing to better job prospects, personal wellbeing, and a diverse economy.

Almost six in ten Southwark residents aged over 16 have volunteered in the last twelve months (56%). This equates to an estimated 131,544 people. Volunteers contribute over 5 million hours each year in Southwark. If they were all paid the London Living Wage it would cost in excess of £47 million per year.

The VCS makes resources go further. Funds contributed by public bodies lever in other money from trusts, businesses and individuals, and many voluntary organisations also generate their own funds. The VCS benefits from donations in kind from other organisations and the value of volunteering has no parallel in any other sector. Distinct from the private sector, the VCS uses all of its resources (directly or indirectly) for the public benefit rather than to make profit for shareholders.

For every £1 invested by Southwark Council in the VCS locally, a further £5 is generated from other sources. In 2015/16 Southwark Council distributed a total of £4.2 million in grants and £15.3 million in contracts to the voluntary and community sector.

The VCS has other distinctive characteristics which bring extra value to its work. For example, community organisations are often run by local

¹ Source: Statistics related to the voluntary and community sector are taken from Community Southwark research <http://www.communitysouthwark.org/resources/information-about-southwark-its-residents-and-their-needs-and-its-vcs/local-voluntary-and>

people who volunteer their time. They have a personal knowledge of specific needs, they may be trusted by hard-to-reach groups who find it difficult to engage with the public sector, they could act as a 'critical friend' to policymakers across the public sector. They help people to help themselves as well as providing community focused activities.

Importantly, VCOs not only help deliver public services, but also go

beyond the minimum of what must be provided by law. As well as providing support to those in crisis who don't know where to turn, they often work in a preventative way, avoiding additional costs to the public sector in the future.

61% of the VCS is working with the general population and/or specific groups of people at risk to prevent problems from arising. One in three is also working with those who have serious difficulties or face crisis.

Key messages from the Listening Events

A huge amount of information, suggestions and challenges emerged during the development of this strategy. It is impossible to list it all here but we have attempted to condense it into a short summary of what participants said. However, in each section of this strategy that looks at the priorities we will pull out specific references and comments from the listening events.

1. **Think local:** ensure the local sector is first and foremost; invest in it and ensure a diverse market.
2. Ensure a **range of voluntary opportunities** are open to people both in and not in work – delivered locally by local people.
3. Do we have effective services for local people and **do we have the information** needed to provide them?
4. Sustainability needs to be built into the strategy. **Outcomes need to be delivered in collaboration.**
5. Strategy should be built on **mutual trust, respect and shared values,**

- with a better understanding of which each is trying to achieve.
6. Focus on joint working and community wellbeing. Evidence **a holistic approach and contributions to prevention.**
7. Uniqueness of the VCS: **not a substitute for statutory services.** It has its' own qualities, skills and experience. Recognise that the borough is changing and this brings challenges.
8. The strategy should lead on an **understanding of what each partner is good at** and play to the strengths of each, for the common good.
9. All partners are equal and should show dignity and respect. The **passion and commitment of the VCS** should be recognised.
10. Understand the **complex relationships** between the sectors. The strategy should set out the process of how we work together to identify problems and find solutions.

What will success look like?

To bring about the partnerships and transformation that is required to realise our ambition for this strategy we have identified a number of priorities. To make a real difference these priorities must be pursued together and build on the good practice already in place.

In five years we will:

Create better partnership working to improve outcomes for residents

We will know if we have been successful if in five years we can measure improved outcomes for residents as a result of greater partnership working and co-production between the public sector, the VCS and residents.

Improve commissioning and grant-giving to focus on outcomes

We will know if we have been successful in five years if residents and communities have a greater say in the design and delivery of services and new ways of working and new models of delivery are encouraged and supported.

Make better use of community assets to revitalise communities and create preventative places

After five years we will know if we are successful if more assets are community led and can demonstrate their impact in relation to improving well-being and community cohesion.

Enable and support more resilient communities that are connected and more resourceful

We will know if we have been successful if in five years residents are supported and encouraged, through social action, to have more control over their lives and their communities.

Making sure it happens

A strategy only comes to life if it is implemented.

To make sure this happens, the public sector and the VCS through an existing Liaison Group will retain oversight of the strategy and take responsibility for ensuring the different elements are implemented, through an implementation action plan.

This group will be made up of VCS representatives and officers from Southwark Council and Southwark CCG. They will hold each other to

account for the delivery of this strategy.

The implementation action plan will be reported on annually to Southwark Council's Cabinet and the CCG governing body, and will be presented at Community Southwark's Annual General Meeting. Specific actions will be monitored by the Council/VCS Liaison Group.

We have identified a number of work streams that we will pursue (in

collaboration) in order to implement this strategy:

- Information and intelligence
- Digital integration
- Commissioning and grants
- Community assets

The groups leading on the development of these work streams will make recommendations (that will form the overall implementation action

plan) directly to the Council/VCS Liaison Group.

Too often strategies are produced with people investing a lot of time shaping them - but the outcomes of its implementation are never communicated. We will take a different approach using Community Southwark as our main communication partner. We will report quarterly on what has and hasn't happened and what we plan to do next.

Delivering the strategy

To achieve the overall vision of this strategy we have identified two key strategic objectives:

To improve the quality and outcomes for residents that reduce and prevent future demand on high cost, high demand services; and,

Sustain and build strong, cohesive communities where no one group or community is left behind.

These strategic objectives are underpinned by four priorities which will enhance the work of the VCS to achieve our collective goals:

- Better partnership working to improve outcomes for residents
- Improved commissioning and grant-giving to focus on outcomes and be more collaborative, and community-led
- Better use of community assets as a route to revitalise neighbourhoods and create preventative places
- More resilient communities that are connected and more resourceful, where no one group or community is overlooked

We shall look at each in turn, describing the context and how we hope to deliver on these priorities.

Better partnership working to improve outcomes for residents

The desire to find new ways of working must put co-production and maximising social value at its core. This is what the workshops told us was the most important priority. Many people during the listening events spoke about the need for improved

connections between organisations; with a greater understanding of what each other's purpose.

This is positive, but it is also a challenge. It tells us that there is a lot going on locally, that things are

dynamic and that keeping up to date with changes is challenging. This is a description of an environment where managing relationships and information requires time, skills and resources. It involves finding ways to support desirable behaviour change so that organisations are able to face outwards and find what they need for the best interests of Southwark residents. Taking steps to support this appetite for improved connectivity is a welcome challenge. Listed below are the ways in which we hope to meet these challenges:

We want to see changes in how we work together and embed the principles of co-production in everything we do to get the best out of working together, and;

We want to encourage the VCS to work more in collaboration and to provide mutual support to help improve outcomes for residents.

In order to achieve these aims we propose the following principles of engagement that all partners will sign up to be held accountable for.

The public sector will:

- Commit to early engagement and involve the VCS and residents in the design of public services – co-produced services are the norm
- Recognise the social and added value that the local VCS can bring and consider new models of delivery and ways of working
- Be prepared to fund what works – not just new or ‘innovative’ approaches
- Establish clear and realistic timescales and deadlines and adhere to them

- Treat the VCS as a respected partner and transform the traditional resource power dynamics in a funder/provider relationship to enable more effective joint problem-solving;
- Recognise that if the VCS is to work more collaboratively and share accountability, investment is required to support the sector to achieve this
- Support and enable a new approach, based on collaboration that goes across organisational boundaries, in order to be better joined in its approach to providing person-centred and community outcomes;

The VCS will:

- Respond to the shift towards outcomes-based commissioning, and focus on demonstrating outcomes effectively, appreciating the need for measurability in public sector contracts
- Be prepared to readily share information with the public sector to inform their commissioning, engage in co-production, and help to build a picture of the need that exists in the borough
- Share information and resources with each other, work in partnership and focus on the potential for collaboration, as opposed to developing and delivering services unilaterally
- Be ready to think innovatively and laterally about ways to deliver services and participate in new and emerging models of service delivery

- Recognise the downward pressure on costs to commissioning services and the new approaches that will be required to deliver services from fewer resources, but use its independent voice to highlight the needs in communities.

These principles are just the starting point but they will act as the foundation for all partnership working. However, co-production as described in the Early Action Commission must include a wide range of voices. For example, when thinking about new services – such as support for older people - it is important there is early and consistent engagement with housing, planning and policy and public health, amongst others, to help shape those developments.

We want to see more responsive and joined up ways of working using existing structures (such as the Local Care Networks). Joining up with the aim of harnessing the power and knowledge of local communities to help mitigate against the impact of reductions in local authority and NHS resources.

We will put in place a more agile, skilful and responsive local system that will harness the power of local communities.

We will work to ensure that the VCS has greater access to data held by the

council and NHS Southwark CCG and that an open data approach increases accessibility to information, while taking full account of the safeguarding and confidentiality of personal information.

In addition we will, support and enable more co-located working and join up on the monitoring of the impact of preventative services.

We want to enable and foster greater engagement with the business sector. This would lead to more ‘placed based giving’ and ‘crowd funding’ initiatives.

We all recognise that traditional forms of funding are reducing and this strategy sets down a marker for a new way of considering how we connect business with local communities and residents. Local businesses (both large corporates and SMEs) are as much a part of the community as anybody else, and vital to local economic and social sustainability.

We will support schemes such as Southwark Giving and crowd funding initiatives to work in partnerships with businesses. We want to connect with the private sector so that they can donate their time, talents or resources to make a difference to the lives of Southwark residents.

Improved commissioning and grant-giving to focus on outcomes and be more collaborative, and community-led

At the listening events the issues of commissioning and grant giving

generated a lot of comments and suggestions. For example, participants

wanted to see joint problem-solving at the heart of the commissioning process and to consciously tackle complex issues that we are unable to solve using the traditional funder/provider relationship. There was a strong belief that a mixed economy of grant-giving and commissioning contracts should be maintained and developed.

There was also a desire to explore the options to bring services together either through lead contractor arrangements or through alliance contract approaches. The implication being a move away from a system with many separate contracts and towards inclusive contracts for defined segments of the population that cover all of the various physical health, mental health and social care needs of people within that group.

Finally, participants want to see the development of a wider range of funding arrangements that permit innovation alongside greater stability and security for local VCS orgs that can deliver impact.

Listed below are the ways in which we hope to meet these challenges:

We want a fuller involvement of stakeholders in the commissioning cycle. To achieve this, we want to develop collaborative commissioning approaches. This will mean greater focus on outcomes.

The local delivery of outcomes needs to be developed and agreed with many stakeholders engaged in the process. This means going beyond the usual organisations and partners, to include local communities and citizens. We will develop a joint commissioning approach based on the following principles:

- Listening to the voice and experience of people who have used services and bring this into the design and delivery of services to ensure better outcomes;
- Local Area needs analysis as the basis for commissioning decisions, for example, through Public Health information analysis and the collation of service demand information from VCS monitoring data;
- Collaborative working and supporting the development of consortia and other models of partnership working.

Collaborative commissioning is an approach that puts citizens and outcomes at the centre of commissioning and creates stronger relationships between key stakeholders. It looks beyond cost and value for money to put greater emphasis on the social costs and benefits of different ways to run services.

We will create a model of 'outcome-based commissioning' which will open up many opportunities to working in partnership across sectors. There will always be a level of expectation and targets set from central government for local areas to deliver, for example through NHS England in relation to NHS Southwark CCG commissioning performance. This level of outcome will continue to set important elements of the strategies to be implemented locally. However, there is scope to look at how those high level outcomes are translated into action locally.

We want to work together to design and deliver better interventions that allow us to work on solving complex and difficult problems that might not be solved through single service interventions. For example, providing

support for people living in the community with long-term health conditions which may mean that they remain at risk of losing their tenure in the community, unless there is a co-ordination of effort across several agencies.

We will work closely with Procurement colleagues to design the most appropriate way to commissioning services (grants versus contracts) depending on local conditions.

We will redevelop the VCS Approved Providers List which will be use across all partners during commissioning processes. The redevelopment must take account of smaller organisations and be proportionate in its approach.

Where necessary we will invest in supporting local partnerships or consortia to develop capacity and skills in order to deliver outcomes for residents. We will pump prime activities and new ways of working in VCS organisations where they can demonstrate an approach that can have an impact. This method of working will be particularly relevant with regard to collective accountability envisaged under Local Care Networks. However, we will commission on the basis of the needs of the local population around health and wellbeing rather than the operational needs of provider organisations.

We want to change how we use contracts and grants, with a balance between longer funding cycles, and one-off / short term support for innovation. This would help develop different, more efficient and more impactful services for residents. We want to agree a set of core outcomes (Common Framework) for the benefit of the whole community of Southwark against which impact is

measured and aligned against Council and CCG plans.

We will implement a common outcome framework. Each VCS organisation receiving longer-term funding from Southwark Council and NHS Southwark CCG agrees to work towards a set of core outcomes for the benefit of the whole community of Southwark and reports on its impact. These would be drawn from a basket of outcomes. In this way each a common strategic approach addressing the needs of Southwark are implemented and has greatest impact.

The Common Framework could include the following areas:

- Safer communities including Safeguarding (making every contact count)
- Maximising the income of everyone we work with
- Making sure each person is registered with a Southwark GP
- Improved understanding of rights and responsibilities
- Each person has a named contact with the voluntary sector organisation
- Each person receives information on local core strategic priorities (e.g., healthy eating, free gym and swim access, -wellbeing, safeguarding)
- Each person has the opportunity to be involved in volunteering
- Each person's experience of being involved with the organisation is captured to help improve its approach.

In agreeing and developing a common outcomes framework we hope all those involved are able to understand, work towards and achieve. For all organisations to have a stake in

delivering against a common, agreed set of outcomes will enable a more cohesive partnership to form all working to the common good of local people. This will mean breaking down high level outcomes into smaller chunks that individual organisations then work towards. The role of commissioners will be to bring organisations together around a specific outcome. The impact of political cycles, both local and national, needs to be recognised.

Commissioning cycles need to be better understood so that partnerships are able to move through changes of direction and circumstances, for example, the reduction in funding to the local authority on work programmes.

We will support the use of social investment models to help lever in additional resources to the borough. The public sector, under the right circumstances, will work in partnership with the VCS to make the most of these opportunities.

We will develop a longer-term outlook in terms of grants and commissioning

- Longer funding periods for grants and contracts (of between one to four years) are agreed with VCS organisations working in Southwark- with one year grants for innovation and with more risk - would mean that outcomes are

easier to track and provide evidence for;

- Projects have sufficient time to achieve agreed outcomes;
- Early action and demonstration that future needs are being reduced will be incentivised in the commissioning process;
- Allow sufficient lead-in time for innovative projects and up-front investment to have an impact;
- Commissioners to move towards more facilitative commissioning, with less demand for short-term outputs.

We want services to be built around the needs of the local community. We also want services to be built around recognition of the value and impact of locally delivered services with local provision being the default position. Using digital technology we want to transform how we serve and enhance the lives of people in our community so they receive quality information and access to services.

We will support effective person-centred signposting across the system and explore how we can collectively support and enhance new ways of working across the VCS and public sector, for example into social prescribing, personal budgets and access to VCS services. We will explore both digital and non-digital solutions.

Better use of community assets as a route to revitalise neighbourhoods and create preventative places

The listening events highlighted the need for work between local estates, commissioners and the VCS to develop a comprehensive and coordinated approach to affordable property across the borough. It was felt this was important to secure the tenure and sustainability of the VCS in order to allow it to work within local Southwark communities and neighbourhoods, including working through the opportunities and responsibilities around asset transfers.

Another clear message from the listening events was the voluntary sector's recurrent frustration at accessing information about premises.

Finally, there is a real desire across the sector and particularly the in new and smaller organisations to build knowledge about the running of buildings. There are escalating pressures on occupiers and landlords to ensure that their premises comply with an expanding range of statutory requirements arising from health and safety considerations; inevitably with a corresponding price tag (and potentially serious liabilities for non-compliance).

Listed below are the ways in which we hope to meet these challenges:

We want to harness the value of the borough's outside spaces to improve wellbeing, engagement and community cohesion.

We want to develop an approach to enabling asset transfer to take place in the right circumstances

By preventative places we mean places – neighbourhoods and groups of neighbourhoods across the boroughs – where local conditions help to make communities more resourceful and support early action. Local conditions include physical and economic factors that influence the way people feel about living in a place and the opportunities they find there to lead fulfilling lives and to help themselves and each other.

We want to create more opportunities to use parks, open spaces, schools, underused public buildings, and empty properties for connecting communities, building networks, and doing things together. We also want explore how the use of other community spaces, such as tenants and resident halls, community hubs and settlements and faith based groups, can be used in creative ways to achieve this aim.

This is a crucial means for people to take more control in their communities. We will take stock of existing places and spaces to find out how they are used, how often they are used, and by whom, and link up with local residents and groups to explore what could make them more accessible, inclusive and useful. We will explore ways to review rules and regulations to remove unnecessary barriers to local activities and use of public spaces by VCS organisations. As far as possible, we want to enable local people to take control over such spaces.

We want to look at how the council can support the sector in understanding how best to manage the potentially

costly property assets they use and prevent them becoming an unmanageable drain on the dwindling resources that might otherwise be channelled into delivering services.

We want to ensure that the Council and NHS's property portfolio is deployed effectively to take advantage of opportunities for VCS organisations to share premises, for mutual benefit and ultimately to improve services and therefore outcomes for residents.

We want to particularly focus in underused buildings, on a temporary basis pending redevelopment, and where there is scope to share space.

Whilst the council isn't the only landlord in the market, it does have an important role to play in helping to understand gaps in the market and facilitating provision. For example:

- The council's regeneration programmes are clear to see. Nevertheless they may be accompanied by a net loss of the types of premises that have traditionally accommodated the VCS. We will explore how planning obligations can be used to enable the sector to access affordable, fit for purpose premises in new build developments whilst acknowledging the competing demands on this source (and its dependency on an active housing market);
- We will identify and promote co-location opportunities for VCS organisations to further develop neighbourhood and thematic clusters of interest;
- Exploring ways in which non-residential premises on housing estates can be used to benefit

local voluntary and community organisations;

- Brokering VCS access to public premises, across as wide a range of operating partners as possible, where co-location may be an option;

In some cases, the preferred way forward may be to release buildings, or a significant degree of control over them to help lever in additional benefits that conventional leasing might not achieve. The part disposals, management agreements and asset transfer have to play will all be reviewed under as part of the community assets work stream.

We want to deal with difficulties around both the availability of space to occupy and the knowledge base of occupiers in the sector when it comes to managing buildings and discharging tenant responsibilities, particularly around health and safety. Therefore we will look at ways to improve the availability of information about premises, in terms of the council's buildings and across the sector.

We will bring together advice in a single place by publishing a clear, easy to read document on Southwark Council's website to outline policies on rate relief, lease terms, rents (including rent subsidy and rent free periods), asset transfer and assets of community value.

We will be transparent about the leases the council grants and clear about the rents charged. We will also support VCS organisations better understand the conditions of their lease and any changes that could impact on their tenancy.

We want placed based strategies to be community-led and developed through co-production and co-

design, to create better outcomes for residents.

Residents are often best placed to decide what would improve the quality of their lives and stop things going wrong; they always have useful knowledge to contribute. So enabling them to take more control over what happens locally and to have a say is likely to lead to more effective measures and better outcomes for residents. It is well established by public health research that feeling in control is also a factor that contributes directly to wellbeing and reduces risks to health.

We want to develop ways to share learning and develop co-produced engagement strategies with the community designed to uncover what would create the best outcomes for residents across all public sector areas.

We believe that if communities have some positive experiences of making changes (in the private or public

sphere) it can give people a sense of control and self-worth, which in turn generates hope, determination and efficacy. Communities are resourceful if they are full of people who are able to exercise control – as individuals or as groups – over what happens to them. We believe that the public sectors place shaping powers can be used to create local conditions to prevent problems from occurring. We believe that engagement with residents more closely and earlier, in a co-productive way, can promote the well-being of a community and its residents.

To achieve this we will undertake a rapid review of engagement processes with the wider community in relation to place based decisions and make recommendations on how the process can move on from consultation and informing to co-production. For example, we will review the 2008 Statement of Community Involvement for planning. The aim will be to bring it into line with the principles of co-production outlined in this strategy.

More resilient communities that are connected and more resourceful, where no one group or community is overlooked

During the listening events this area generated a lot of debate. Participants felt that the local VCS has extensive local knowledge, can be responsive and a social connector, or bridge from statutory services to the communities in Southwark. Local issues get picked up sooner and generally understood quicker, which can prevent people reaching a crisis. Many felt that through empowering and supporting local communities, volunteering and

social action can be increased and extended to provide support closer to those most in need and where they want to receive it.

Volunteering is what makes the VCS unique. The benefits of volunteering on an individual's wellbeing, their sense of belonging, self-esteem and personal development are well documented but mustn't be ignored. However, financial pressures mean volunteers are often

seen as a substitute or cheap alternative in order to do things that were previously paid for. The message to emerge from our listening events is that volunteering is not free and if the benefits that individuals can bring to communities are to be realised support is needed. Many smaller organisations reported that volunteer management was a real challenge; with many relying on volunteers to manage their volunteers.

Listed below are the ways in which we hope to meet these challenges:

We want to unlock resources, time and talents that exist in communities so that these assets can help them become even more resourceful and better connected and create social value.

Recognising and valuing people as assets, not just treating them problems, has a preventative effect by drawing on their knowledge about what's needed to improve their lives, and by enabling them to feel valued and more positive about themselves. Asset-based approaches are already widespread in Southwark, wherever residents are treated with dignity and respect, where organisations working with them ask them to participate and contribute in kind, and where the starting point for deciding what to do is to find out what assets people already have, rather than what are their needs and problems.

We want to extend and consolidate on this approach as an essential foundation for creating more resourceful communities. Ideally, this involves not only understanding what local "assets" are and where they can be found, but also building upon and supporting efforts to develop and

connect local assets and increase their use by local people.

We want to enable the development of community connectors. Acting as navigators and supporters for local communities; connecting individuals, neighbourhoods and communities.

To achieve this community connectors will be embedded in a trusted local organisation acting as a link between community groups, communities and residents to empower them to make better choices and have more control over their lives and where they live. The aim will be to give people tools and confidence to have more control over other aspects of their lives (place, social networks, services etc.).

The overall outcome will in the longer-term lead to positive well-being outcomes. We want to help people and organisations find out about things, connect and participate in local activities. We all aspire to build thriving communities and put more power in the hands of local people.

We want to enable individuals and groups to be agents of change, ready to shape the course of their own lives. We will achieve this by supporting volunteering and other forms of social action.

We want to find ways to give people more control and agency over their lives and where they live. There are programmes that focus on self-management and peer support of which the VCS are an important part. However none deal with the wider social context which is an important factor in enabling people to become more in control of their health and wellbeing.

We understand that community cohesion, resilience and social capital can contribute to improving health and wellbeing, reducing rates of depression and preventing falls, as well as enhancing life-skills, increasing rates of employment and higher education and improving social relationships. These factors largely lie outside the control of any one part of the system, so we want to align formal care and the impact that social action can have on individuals.

We will explore, through the Volunteering Strategy and other mechanisms, how we can support smaller organisations to manage volunteers. There are specific barriers to volunteer management which often limit the numbers of volunteers that can get involved.

Appendix 1

List of participants

Zahra	Abdalla	Aylesbury Everywoman's Centre
Ade	Adebambo	Local Accountancy Project
Sam	Adofo	Salmon Youth Centre
Samina	Akhtar	AAINA Women's Group
Matthew	Allgood	United St Saviour's Charity
Rita	Andrews	Irish In London
Rev Fred	Annin	Action Plus Foundation
Mo	Awad	
Peter	Baffoe	SLM Bermondsey
Dr Paul	Baiden-Adams	MCSA
James	Banks	Citizen's Advice Southwark
Mark	Beach	Blackfriars Settlement
Pat	Berry	Sporting UK
Jacky	Bourke-White	Age UK Lewisham & Southwark
Lucy	Bradshaw	London Bubble Theatre Company
Marcia	Bryan	The Camden Society
Catriona	Burniston	British Red Cross
Sally	Causer	Southwark Law Centre
Adonis	Christodoulou	Blackfriars Settlement
Caroline	Clipson	Alzheimers Society
Cllr Fiona	Colley	Southwark Council
Graham	Collins	Community Southwark
Marina	Comandulli	Latin American Women's Rights Service
Eileen	Conn	Peckham Vision
Liz	Cook	
Stephanie	Correira	SRA
S	Davies	Diocese of Southwark
Chris	Deacon	Thames Reach
Durka	Dougall	Southwark Clinical Commissioning Group
Stephen	Douglass	Southwark Council
Liza	Dresner	Resources for Autism
Nick	Dunne	Bede House Association
Kevin	Dykes	Southwark Council
Karen	Edwards	
Alex	Evans	Time and Talents Association

Margaret	Falodi	Rapid Solutions
Nina	Feldman	Involuntary Movement
Louise	Flynn	Southwark Clinical Commissioning Group
Charlie	Folorusho	
Dick	Frak	Southwark Council
Tracey	Franklin	Inspire
Stephen	Gaskell	Southwark Council
Sue	Gillie	
Caroline	Gilmartin	Southwark Clinical Commissioning Group
Charlotte	Gilsenan	Cambridge House
Devon	Goodrich	Time and Talents Association
Sharine	Goring	
Sophie	Gray	Southwark Clinical Commissioning Group
Christopher	Green	Citizen's Advice Southwark
Elaine	Gunn	Southwark Council
Pia	Hansen	Look Ahead
Cllr Barrie	Hargrove	Southwark Council
Amy	Harris	Alzheimers Society
Susan	Hayes	Super Arts
Gill	Henderson	London College of Communication
Rachel	Henry	Age UK Lewisham & Southwark
Ginette	Hogan	Southwark Council
Matt	Jackson	Southwark Council
Dragana	Jakovljevic	Morley College
Tina	Johnston	Blackfriars Settlement
Michelle	Jones	Southwark Council
Nicola	Jones	Guys & St Thomas's NHS Trust
Gemma	Juma	Link Age Southwark
Ali	Kaviani	Involuntary Movement
Síle	Kelleher	Better Bankside
Mark	Kewley	Southwark Clinical Commissioning Group
Sharon	Kitson	Contact A Family
Anna	Kouma	Migrant Legal Action
Bruno	Lacey	
Samantha	Lahai-Taylor	Southwark Council
Stephen	Lancashire	Southwark Pensioners Centre
Jin	Lin	Southwark Council
Carmen	Lindsay	Camberwell After School Project
Cllr Richard	Livingtone	Southwark Council
Andrew	Lockwood	
Annet	Lukkien	Leonard Cheshire Disability
Angus	Lyon	Southwark Council

Verinder	Mander	Southwark Carers
Alex	Margolies	Toucan Employment
Andy	Matheson	Southwark Council
Julie	Mathias	
Joy	Matthews	Together UK
Gordon	McCullough	Community Southwark
Elaine	McLester	Southwark Council
Alison	Miles	
Simon	Mitchel	Southwark Council
Rosalind	Morgan-Stuart	Latin American Disabled Peoples Project
Noreen	Morrin	
Catherine	Msoni	Divine Rescue
Debby	Mulling	British Red Cross
James	Murray	Guys and St Thomas's Charity
William	Nicholson	
Ernest	Nkrumah	The Ernest Foundation
Carol	Nwosu	Sickle Cell and Young Stroke Survivors
Geoffrey	O-Amoyaw	
Kathy	O'Brien	
Triumphant	Oghre	Southwark Council
Shipra	Ogra	London Bubble Theatre Company
Ibukun	Olashore	Organisation of Blind Africans & Caribbeans
Valerie	Oldfield	Wheels for Wellbeing
Alison	Palmer	Southwark Clinical Commissioning Group
Mark	Parker	
Rajvi	Patel	Age UK Lewisham & Southwark
Jonathan	Petherbridge	London Bubble Theatre Company
Katherine	Pitt	Southwark Council
James	Postgate	Southwark Council
Chris	Price	Pecan
sarbjit	rana	Self Management UK
Amparo	Rendon	Latin American Cultural Group
Helen	Rice	Advising London
Louise	Robinson	
Jo	Sadler-Lovett	Blue Elephant Theatre
Fiona	Sim	Walworth Garden Farm
Hayley	Sloan	Southwark Clinical Commissioning Group
kenyasue	Smart	Ileto CPN
Grace	Smith	Mental Fight Club
Steve	Smith	Community Southwark

Seema	Sodhi	Home Start Southwark
Katharine	St John-Brooks	Working Solutions
Jay	Stickland	Southwark Council
David	Stock	Southwark Disablement Association
Jenny	Styles	Waterloo Action Centre
Sheila	Taylor	
owen	Thomas	Working with Men
Roger	Thompson	Action on Hearing Loss
Lorna	Tinson	DDL Training
Magdalene	Ubogu	DDL Training
Mohamed	Umarr	
Susan	Underhill	Blackfriars Settlement
Andy	Walker	
Rosemary	Watts	Southwark Clinical Commissioning Group
Leon	White	Together UK
Richard	Whitfield	Southwark Clinical Commissioning Group
Alice	Wilcock	Greater London Authority
Mike	Wilson	Pembroke House
Angela	Woodley	Three Cs Support
Katy	Wright	Pocklington Trust
Ali	Young	Southwark Clinical Commissioning Group
Amber	Yusuf	Southwark Clinical Commissioning Group
Anneke	Ziemen	Thames Reach



Southwark's Fairer Future modernisation programme 2017-2020

'To modernise our council by transforming where and how we work in order to better serve our customers.'

November 2016

 @lb_southwark

 facebook.com/southwarkcouncil



Foreword



Councillor Fiona Colley
Cabinet Member for Finance,
Modernisation and Performance



Gerri Scott
Strategic Director of Housing and Modernisation

We are a dynamic borough at the heart of London. Ambitious and confident, we want the very best outcomes for our residents. This means leaving neither the council nor our customers behind in this fast changing world.

We are well on our way to ensuring a 'fairer future' for the people of Southwark. To maintain this progress, we must ensure that the council will be 'fit for the future' as well. To do this we have developed the modernisation programme. The success of this programme is crucial in transforming how Southwark operates as a council, fulfilling our promise *'to modernise our council by transforming where and how we work in order to better serve our customers'*.

The programme covers developing our workforce, workplace, and IT. Detailed views of each strategy exist to build a real picture of what Southwark Council will look like in the future.

We've already started to change the way we work, started to modernise our operations and streamline our senior management arrangements to do more with much less. We've been awarded Investors in People Gold, demonstrating our commitment to developing our staff, our key asset. We need to build this momentum into what will be a three-year strategy taking us from our current position into a local authority leader by 2020.

Our vision of 'fit for the future' is supported by the same eight business needs in each of our three modernisation areas to truly get to a future where Southwark can meet our customer needs through fulfilling our own. Bespoke research from several sources including the Local Government Association and Investors in People accreditation has been instrumental in the development of the three strategies together with engaging with over 200 staff.

Introduction

This document outlines how Southwark will become a transformed, forward thinking, dynamic council that effectively embraces modern ways of working in order to serve our customers.

The modernisation programme focuses on three key areas which are the fundamental building blocks on which we will transform and modernise the council. These building blocks are:

- **Workforce**
- **Workplace**
- **IT**

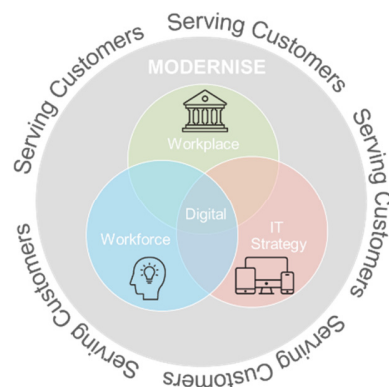
These blocks exist to serve our customers and the more developed they are the better experience and quality of service we can provide to our own customers. All three areas interlink with one another and must improve together to truly modernise Southwark Council.

There are three strategies underpinning these areas. Each strategy outlines how we plan to change the way the council operates from a people, workplace and IT perspective.

Each of the individual strategies will create a plan of activities to put Southwark's strategic modernisation objectives in motion. Each of the three areas has design principles which will be followed throughout delivery. These will be referred to at all vital junctures to ensure we stay on track to reach our target vision.

From a programme perspective we will work in a manner that acts as a flagship for how we want our future state to look. While it takes time to implement infrastructure and ways of working, our mind-sets and attitude to the modernisation programme will lead the way for a Southwark Council that is 'fit for the future', by following these modernisation operating principles:

- **One council approach:** our modernisation strategy affects everyone within our council - support and commitment to its delivery is required from everybody
- **Governance:** effective governance is required to validate decision making, manage risk and assess progress, whilst still allowing the programme to move at pace without excess bureaucracy
- **Integrity:** transparency in everything we do. Leading by example, taking ownership and not tolerating a blame culture
- **Engagement:** we can only succeed by working effectively with our partners, stakeholders and customers
- **Clarity:** clear communications to ensure everyone understands why we need to change, where we are going and how we are going to get there
- **Challenge:** where our organisation needs to change; we will empower our people to challenge it in the right way
- **Supportive:** non- hierarchical and cross functional agile teams will deliver our programme iteratively
- **Professional:** we will set clear expectations, then promise and deliver



Why modernise now?

Put simply, the time is right. The plan to open an additional Queens Road building and the changes to our sourcing strategy for IT provides a huge opportunity for Southwark to re-establish where it needs to be as an organisation. The continuing austerity cuts mean we will need to continue to change the way we serve customers and serve ourselves as staff. Southwark needs to save £60m as part of its long-term financial plan. To continue slicing budgets is no longer an option. Traditional delivery methods and mind-sets need to adapt to a modern way of working. Southwark needs to harness these opportunities presented through modern ways of working. To deliver this transformation we must first invest in some fundamental infrastructure both in terms of the physical buildings we occupy but also in the technology we use.

To modernise we need to address a number of key issues within the council. Modern workspaces represent more than a physical facility; they represent a powerful force in shaping and expressing culture. If we want to change the workplace culture in our organisation we need to change the day to day behaviours of our staff and managers. Workplace behaviour is influenced by the physical environment we are in and the tools available for us to deliver work. These three essential elements are inextricably linked and all form part of this programme. The high level case for change for each of these elements is outlined below:

Workforce

- Digitisation is blurring the lines between work and home environments and the needs of a modern workforce are changing, profoundly and forever. To be fully effective, our workforce can no longer continue to work in team silos, remain bound to desks or be hesitant to make a difference. We require a culture of self-ownership, empowering our people to challenge the norm and drive positive change, whilst ensuring that our people are managed on results rather than perceived effort and compliance. Three quarters of our staff tell us they are proud to work for the council. We will harness this passion through a workforce plan that empowers staff, grows talent, develops future leaders and attracts the very best to play their part too

Workplace

- An increasingly diverse range of employees, customers and partners accommodated by inflexible space means that our buildings are not currently being used to their full potential. We require a flexible workplace that can perform multiple functions, promote collaboration, encourage partnership working and is adaptable to future requirements. The development of a fourth building at Queens Road presents us with a rare opportunity to update our existing workplace model

IT

- Due to rapid growth in consumer technology through smart and mobile personal devices and increasing digitisation, there is a widening gap between what our people need (and use in their personal lives) versus what the council's IT service is able to deliver. We require modern, intuitive technology that enables a mobilised workforce, whilst ensuring a reliable and robust service

The overall governance will be a hybrid approach to provide suitable oversight to the board and senior stakeholders without unnecessary bureaucracy for the delivery teams. Delivery should, where possible, be delivered in an agile fashion controlled through dedicated product owners. We currently have pockets of these skills and practices within the council, but before we can modernise as a whole we must ensure our way of working is modernised to deliver such a programme as this.

Our values will guide how we engage with our changing community. There's no escaping the impact of dwindling budgets on what we do. We will deliver value for money, whether through charging for certain services or through working with new and different partners. All backed by good governance and sound resource planning for today and in years to come.

The programme is strategically aligned, and fully complements, the already approved digital strategy for the council that outlines a vision to improve the way our people work through digital technology and develops a culture internally and externally that embraces digital as the norm. This vision remains integral to our modernisation strategy and will act as a guiding principle across our three work streams.



Southwark's Fairer Future workforce strategy 2017-2020

'To develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce.'

November 2016

 @lb_southwark

 facebook.com/southwarkcouncil



Foreword



Councillor Peter John
Leader of the Council



Gerri Scott
Strategic Director of Housing and Modernisation

Southwark residents deserve the very best from their council, and we need to keep up with the changing ways they want to access our services. Modernising the way we manage our workforce, workplace and IT is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the wider world.

For any organisation, its staff are its greatest asset, and this is particularly true for Southwark Council, where so many of our staff deliver excellent frontline services to our residents every day. We know that the majority of our staff think Southwark is a good place to work and are proud to work here, understanding and respecting our values as an organisation. But we also know there are improvements to be made. It's also essential that if the council is going to be fit for the future, and operate effectively with smaller budgets and growing demands, we need to make some changes to the way we support and manage our workforce.

Our workforce strategy pulls together a clear plan for how we can provide staff across the council with a more consistent experience, reduce bureaucracy and communicate to and between staff more effectively. It recognises the need to recruit and retain good staff, and ensure we have the right staff, with the right skills in the right jobs. It considers what those staff need to do their job well, to feel supported and to feel part of a 'One Southwark' workforce. Crucially it sets out a plan for how we can help our staff offer our residents what they want and need in a changing world, now and in the future.

Together with the workplace and IT strategies this strategy will help us to be fit for the future, and transform how Southwark operates as a council, fulfilling our promise to modernise our council by transforming where and how we work in order to better serve our customers.

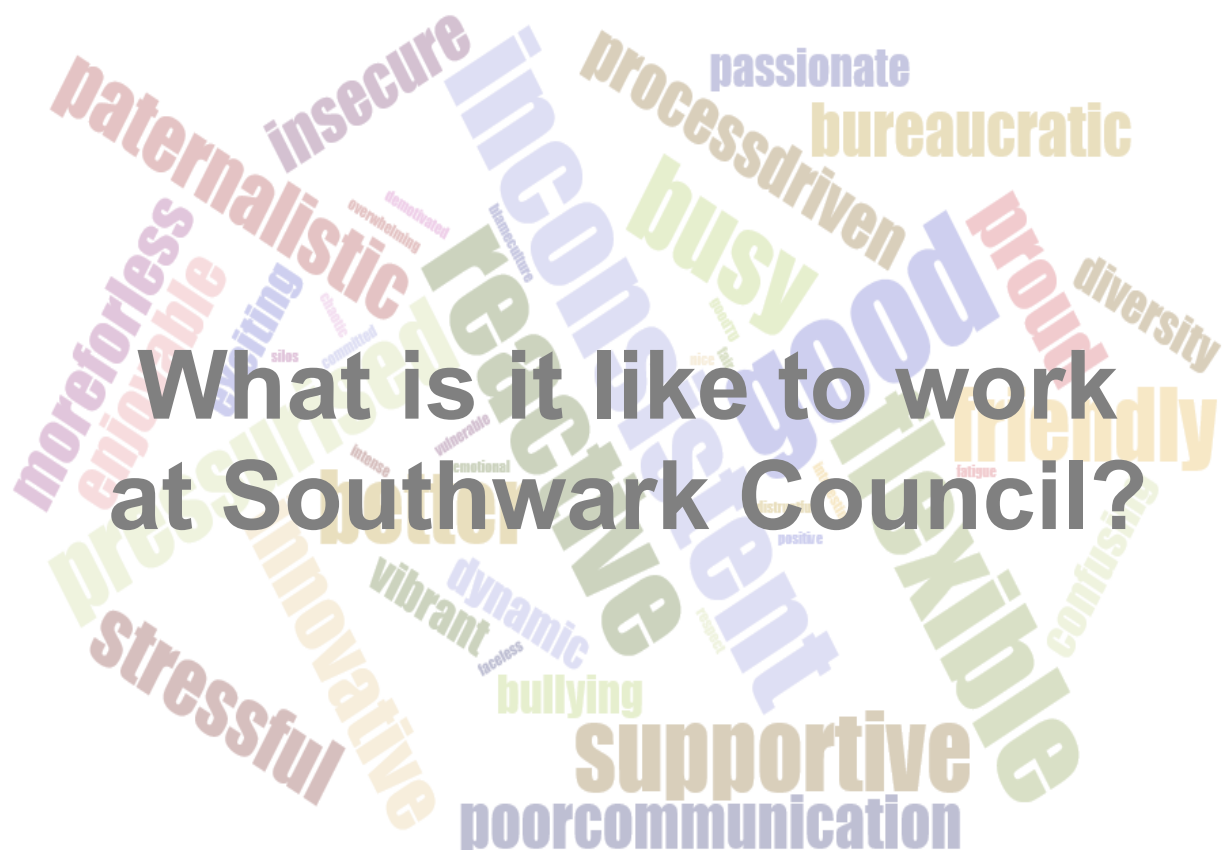
Introduction

We are passionate about our Fairer Future promises to our residents to make Southwark a great place to live and work. We want to deliver on these promises, so that means we're also passionate about being a great employer and offering an enjoyable place to work, and importantly a place where you can realise your potential to make a difference to the people of Southwark.

The council and its workforce have undergone many changes in the past few years. The changing nature of the world we work in and the challenges we face locally and nationally will mean we need to keep looking at how we work and finding better and more cost effective ways to deliver our services.

There will be challenges and opportunities in all of this and we know that this continual change can be unsettling for our workforce, but we want to make it exciting and rewarding. This is why the workforce strategy includes a clear focus on ensuring that both new and existing staff have the skills, knowledge, support, confidence and environment to thrive and develop.

This workforce strategy is to help us to put in place all of the essential elements needed to make sure that our people can deliver our corporate plans and priorities for our borough and as one council.



Current state

Southwark Council is deemed a good place to work. Staff are very proud of Southwark and its resilience in protecting services during the last few years. The feedback is that it is an innovative, supportive, enjoyable and interesting place to work. Staff feel that it is “exciting”, “dynamic” and “vibrant” with lots of new things happening. They like that we are a council that “looks for solutions”, but some are worried that we may soon overdo trying to get “more for less”.

In the latest *Investors in People* report it was found that ‘Ninety percent of the people spoken to by the assessor say ‘Southwark is a great place to work’. Many staff spoken to at all levels were clearly proud to work for Southwark with what they see as a progressive council.

74%

of staff are proud to work for the council

The workforce is certainly content with being a part of Southwark Council, however in the Local Government Association (LGA) peer review there were also opportunities identified for improvement.

To maintain current morale and increase productivity there will need to be a new workforce strategy which will build the resilience of the workforce to enable it to be fit for the future. As part of the development of this strategy over 160 staff were engaged with by the LGA.



Drivers for change

Restructure with a purpose

Staff understand the role that restructuring and voluntary redundancies play in saving money, but many managers and staff are inevitably weary of the continual reviews and downsizing. Staff desire a strategic vision for the structure of the organisation that is linked to workforce planning. This requires clearer communication about changes, rather than simply reacting to staff requests or cost cutting measures.

Better communication

Middle managers and staff at all levels feel that communication in the council could be better. Greater consistency across the organisation and between the different tiers of management is a focal point. This issue of inconsistency is borne out by the staff survey. Sixty-five per cent of respondents indicated they felt their line manager would listen to their ideas. However, only 44 per cent indicated they have the opportunity to approach and engage with senior managers and only 38 per cent felt they could be open and honest with senior managers about relevant issues. Half of staff indicated they feel sufficiently informed about what is going on within the council. Our current channels and methods are not reaching the desired audience and our staff feel they don't have the communication options open to effectively upwards manage their thoughts and opinions.

38%

of staff felt they could be open and honest

A 'Southwark Manager'

One of the biggest issues for staff is the inconsistency in staff experience across the organisation. There are lots of reports from managers and staff about how their experience of working at the council "depends on who your manager is". There is also a frustration that managers appear to be "technical experts" rather than people managers. They focus on getting their job done and so are not fully responsible or accountable for delivering services.

Better performance management

Interviews with managers indicated they feel actively discouraged from tackling underperformance or behavioural issues due to the risk taken upon them and the council pursuing disciplinary measures. Current disciplinary and capability processes can be a block to tackling these issues because they involve long and complicated procedures that some managers don't have time – or support from HR – to deal with. Staff can see that those staff who are not working hard are 'getting away with it' and are demotivated as a result. On top of this, many managers and staff reported frustration at the lack of time to have one to one's, and the bureaucracy of the appraisal system that seems to focus on short-term targets, and not the development of the service or members of staff.

Effective recruitment

Many managers reported high levels of frustration with the current processes, describing them as bureaucratic, old fashioned and extremely unresponsive to business needs. Managers are unable to have the necessary input into recruitment to get the skills and behaviours that they need. The processes take an exceptional amount of time with limited success in finding suitable candidates.

In 2015-2016

34% of

recruitment projects had

5 or fewer applicants

Learning needs

Although there is a wide range of learning activities being offered, there is not a great deal of evidence from interviewed staff that there are assessments of individual learning styles, or that there are plans to consider learning styles in future learning and development strategies: 'Not everyone learns by e learning, for some people it's extremely inefficient but I suppose if it appears cheaper we will do it'.

There have been uncertainties about access to support for vocational qualifications with views that the council does not have a comprehensive approach, i.e. above ILM. Whilst understandable with budget constraints, some staff have commented that the inability to gain more qualifications may disadvantage them against external applicants for posts in the future.



Today in the life of...

We have looked at the type of work that people do in the council and have categorised people into four distinct areas. This has been done to ensure their requirements are thought through and considered. We have identified four types of employee:

- Fix
- Flex
- Free
- Front-line

Below are four examples of how these types of employee currently interact within the council.

'Fix' - staff whose job requires them to work in a fixed area in a specific location – so work primarily in a customer service or administrative role (e.g. customer service centre, library, court, crematoria) and need to have access to appropriate technology. They may have specific hours of working.



Fix

Lloyd has recently joined the council in a desk based job. Talking to his new colleagues across the council he felt his interview was conducted very differently to his peers. His manager was very enthusiastic about Southwark and creating a team that will serve customers to the best of their ability, but it sounded like not all managers were like this. Some colleagues told him they talked to their managers once a week as they were often too engrained in doing work, rather than organising and motivating their team. Lloyd was a little disappointed to hear there were so few applicants to his role, but his manager assured him that he was a perfect fit.

'Flex' - staff work predominantly in an office location but use a wide variety of different work spaces in that environment. They can also access home working and remote working from other sites and locations. These staff have a lot of flexibility to balance their work and personal life demands.



Flex

Joyce is often on site and in the office on a single day and drives between locations. Joyce used a carrot approach on what she felt was a demotivated team but after many attempts she feels some enforcement is required. Joyce feels stretched to manage the process of reporting behavioural issues to HR and doing her day job. A team member is still less than six months into their new role and Joyce is concerned that she will be told to give the employee more time to 'settle in' rather than an escalation.

'Free' staff 'spend the majority of time out of the office on the move, travelling around the borough or working with clients and customers in their homes or properties. They will only come into office space for meetings or a quick touchdown. They are often not constrained to normal core working hours.



Free

Carmen spends a lot of time working out and about in the borough. With so much time on the move Carmen often is separated from her peers that are primarily office based. She only uses her line manager, who is helpful, as a point of contact,

Carmen would like another point of view on her development, but doesn't know who that would best be. It feels unfamiliar to Carmen to come back to a council building for training.

'Front-Line' staff work across the borough, they are the Southwark employees that our customers will recognise and interact with. The majority of their time is spent on the move in Southwark, with the core tools they need to complete their work. They can operate outside of business hours and will rarely need to come and use council office space.



Front-Line

Joseph sees his supervisor every day but doesn't interact with anyone else that is senior at the council. He has talked to his manager about a horizontal career shift to an office based job in the council, but neither has the time or understanding of how to drive it much further. Joseph really appreciates doing the literacy training that is provided in the hub's training room.

Workforce vision

‘To develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce.’

We need to look at how we encourage and support our workforce as well as how they feel about working for Southwark. We want to maintain Southwark Council as a great place to work but we also want to ensure our workforce can be productive doing this as well. We don't want our staff to feel tied by policies that are in place but to be assured and knowledgeable about why they exist and the benefits they bring. Consistent experiences of working for Southwark need to exist whether new or old, junior or senior.

While we have a vision for our future we shall not forget what has made our workforce so successful so far. There are very clear organisational values within the council that are widely understood and shall remain so moving into the future:

- Treating residents as if they were a valued member of our own family
- Being open, honest and accountable
- Spending money as if it were from our own pocket
- Working for everyone to realise their own potential
- Making Southwark a place to be proud of

9
10

staff understand how their role benefits Southwark residents

Experiences in collating the *Investors in People* report found staff at various levels of the organisation can recite these Fairer Future values in a way that, rather than just being words, demonstrates they know what they are about and that they believe in them. The staff survey undertaken revealed that 74 percent of respondents understand the council's values. The way that the five values are clearly outlined and made relevant and meaningful at Southwark helps enormously in this.

Scope

Outcomes from the workforce strategy should affect all employees of the council. The degree to which each employee is affected will vary due to the current inconsistency of experiences at Southwark.

Partnership organisations do not come under the workforce strategy directly but clear connections and working collaboration with them will be a goal to achieve through the modernisation of Southwark's current workforce.

Corporate back office, home working, and on-the-move workers should all find the same workforce experience to be provided to them, albeit potentially in different methods.

Workforce design principles

In keeping with the existing Southwark values we have developed the following transformation design principles which will inform and guide decisions over the next three years as this workforce strategy is implemented.

As a time comes for change and modernisation we need to make sure that as we move from the status quo all our decisions take into account the following design principles.

Consistency: Transformation of how we interact with our workforce leads to consistent experience and improved understanding

Empowerment: Our workforce will be respected, valued, informed and well managed to be happy, healthy and productive at work

Inclusive workforce: We will have a positive workplace where staff (new and old) can work together, learn together and be curious and enthusiastic about new ways of doing their work

Resident & partner centric: We will have agile and responsive ways of working that are built around our residents and encourage us to work with partners to meet our challenges

Confident: Our managers will lead by example and demonstrate good behaviours and be confident and prompt in developing them amongst staff

Exciting: Change needs to be exciting and anticipated by our employees

Business needs and strategic objectives

We have identified eight priority business needs that we need to focus on. We have developed workforce specific strategic objectives that outline what we want to achieve in order to satisfy each business need.

<p>Reduced Costs</p> <p>Review the organisation design to explore the possibility of a flatter hierarchy</p> <p>Understand the skills roles and organisational structure required in a modern digital organisation</p>	<p>Collaboration</p> <p>Staff understand the matrix of teams within the organisation and what activities they perform</p> <p>Workforce to collaborate closely with IT and workspace to deliver well-rounded HR and talent management processes</p> <p>Understand which partnerships need to be developed further</p>	<p>Digital by Design</p> <p>Digitise HR services where possible e.g. team holiday logging</p> <p>Implement processes and incentives for knowledge sharing, innovation and engagement</p> <p>Utilise digital recruitment channels and increase volume and quality of digital career offerings</p>	<p>Inspiring Leadership</p> <p>Our managers will lead by example and demonstrate good behaviours and be confident and prompt in dealing with unacceptable behaviours</p> <p>Leaders are demonstrating the change they want to see</p>
<p>Behavioural Change</p> <p>Our workforce will lead by example and demonstrate good behaviours and be honest, confident and prompt in dealing with unacceptable behaviours</p> <p>Drive personal responsibility and self-ownership of professional development through results driven performance management and managerial trust</p> <p>Encourage our managers to hold their hands up and ask for help when faced with a challenging situation or a skills/knowledge gap</p>	<p>Modern & Flexible</p> <p>Define where flexible working fits within roles</p> <p>Introduce policies that support agile, responsive and flexible ways of working</p>	<p>High Performance</p> <p>Ensure subject matter experts take ownership for processes and training guides</p> <p>Develop e-learning content</p> <p>Make training material intuitively accessible updated and relevant</p>	<p>Simplify & Innovate</p> <p>Managers and staff will have the tools and support to be innovative, forward-thinking and feel empowered to take ownership and make bold decisions</p> <p>Innovative thinking and solution design is valued, celebrated and promoted throughout the council</p>

Deliverables

Making this strategy happen will be a joint effort between the council as an employer and the dedication, quality and effort of our workforce. This strategy sets out our main priorities and describes what we will do under these so that together we will make Southwark Council an even better place to work.

New ways of working

The promise

We recognise that when you work, where you work and how you work are hugely important factors in enabling individuals to perform to their very best and deliver the outcomes we want from them. The expectations and needs of our residents are constantly changing and we need to move with them; that means we need to ensure relevant services are available when people need them, that we can work productively and quickly with colleagues across the council and in other organisations, that we make the best possible use of our buildings and that we have the right digital technology to make our employees' jobs as efficient and rewarding as possible.

To achieve this, it is important that this workforce strategy operates in tandem with the council's IT strategy and workplace strategy. We want council employees to be able to make a difference every day and to do that we need to build on what they have told us we are already good at, including flexible working opportunities, and get better at things that have frustrated them, including digital technology.

The outcomes

- All staff will feel part of a 'One Southwark' workforce
- Staff will seek out opportunities to work collaboratively
- Managers will be encouraged to design flexibility into new jobs to provide the best possible service to our residents
- Our workplaces will enable staff to do their best work and we will make the most efficient use of our buildings
- We will equip staff with the technology and training they need to ensure a digital future for our residents and our workforce

Recruitment and retention

The promise

We will develop an employee "brand" supported by effective recruitment and retention policies. We will introduce workforce planning so that as the council and our services evolve we have the right staff with the right skills doing the right jobs. We will review and update the probationary stage of induction and on boarding of new employees.

The outcomes

- The council is an attractive organisation for people starting their working life and 3% of our workforce are apprentices or first level entrants each year.
- We aim to fill 90% of vacant posts in three months, and make the best use of our recruitment systems to make the process easier for applicants and managers

- We understand how the skills and experience of our workforce meet our organisational needs and we will not lose staff before we are ready to let them go
- We always attract, recruit and retain talented people who want to deliver excellent public services
- We will sustain and increase the proportion of staff who say they are proud to work for the council, which is 74%.

Currently we have the largest apprenticeship scheme across London boroughs and perform the best in London for working with small business on apprenticeship delivery

Management and leadership

The promise

Our success in being a good employer and in delivering on our promises to our residents depends on the support, energy and professionalism of our managers and leaders. We will therefore ensure our managers and leaders have the knowledge, confidence and tools to support and develop staff, make fair decisions, explain our work and are clear what it means to successfully deliver our services in Southwark. Managers are provided materials and learning opportunities on how to lead their team through difficult situations and scenarios. Leadership will actively review and coach reporting managers on more than an annual review basis. Leadership are provided the time to make robust efforts to monitor all managers on the implementation of their management objectives in line with what Southwark requires. This objective should be part of the day job and not something that people get around to doing after accomplishment of other aspects of their jobs. Leadership opportunities are available for all levels of staff to help bring forward and identify Southwark's next generation of leaders.

The outcomes

- Managers understand what it means to be a 'Southwark Manager' and that managing people is the main thing they do, not something they have to 'fit in'
- Managers and leaders always model the behaviours and actions that Southwark Council believes so strongly in
- Managers and leaders at all levels have access to the tools, resources and information to allow them to effectively manage and develop their teams and deliver excellent services in a changing and challenging environment

Learning and development

The promise

We will create a workplace where you enjoy what you do and have opportunities to develop and share your knowledge with others. Learning and development opportunities will always enable better performance in your existing job and/or help you to progress within the council. The council will develop alternative learning routes which are less formal than what the current programme and structure allows.

Career paths are drawn up for those that are in supporting roles, all the way through to becoming senior members of staff. Those learning on the job from senior members of staff are recognised and home working is managed to ensure they get maximum exposure to the relevant skills they need.

The outcomes

- Since we introduced the ILM qualification for our staff in 2014, 186 current staff members have completed a qualification and 140 staff members are currently studying for one. We will continue to offer staff opportunities for professional qualifications that help them to develop their skills to support them in providing an excellent service to our community

- There are clear and accessible career opportunities for all staff, with a particular focus on ensuring the diversity of our workforce is represented at all levels of the organisation
- All staff have at least one learning and development opportunity per year that is consistent with their personal ambitions for their career and supports service improvements
- Learning and development activities will clearly align with the strategic priorities of the council and managers will enable and support effective learning and development in their teams

HR and management policies

The promise

Our HR and management policies will be a means to an end, not an end in themselves. We will therefore only have policies and procedures that add value and improve our management practices which are fit for the future.

The outcomes

- Policies and procedures are as short and easy to read as we can make them and support the council to be a modern, agile, and performance driven organisation
- Policies and procedures promote a culture and provide a framework for managers to take responsibility for managing their staff professionally and fairly
- Policies and procedures will support consistent outcomes for all staff where appropriate, but recognise that the fair use of managerial discretion is sometimes necessary to take account of the different needs of our workforce
- HR is valued in its important role of providing good information, advice and guidance to shape the organisation and support managers and staff to do their jobs and deliver services well
- 90% of disciplinary panels are arranged within 30 calendar days
- We have a positive and constructive relationship with our trades unions that delivers outcomes for our workforce which we both agree are beneficial and affordable

Pay and reward

The promise

Our most valued resource is our staff and we will therefore ensure that the rewards of working for Southwark are attractive, modern, and relevant to the aspirations of our workforce. They will be fair to both our employees and residents. Staff will understand the package of pay and benefits that applies to their work and we will regularly review our offer to ensure fairness and value for money.

The outcomes

- Staff understand what they are paid and why they are paid it
- The employment package is consistent to where it needs to be but offers flexibility to be tailored to meet different business or individual needs
- Staff will feel fairly rewarded for performing well
- Transparency of job evaluation and grading applied consistently across the organisation
- Positive and motivational feedback to all staff consistently
- Behaviourally based performance management
- We will continue to ensure our staff and contractors are paid the London Living Wage.

Equality and diversity

The promise

Southwark is hugely proud of our diverse and vibrant local community and we want to reflect this at all levels within the council. We have talented, compassionate, and creative people in all of our communities and workforce. We are determined to identify and remove any barriers preventing people from enjoying the career they deserve within the council. We will ensure inclusiveness, respect and dignity for all of our workers are key measures in all of the work we do.

The outcomes

- We have a diverse workforce at all levels of the council that is reflective of our local communities and helps us to have a deeper understanding of residents' needs and provides fairer and more accessible services
- We will create opportunities so that there are more BME staff in the more senior levels at Southwark
- People talk positively about Southwark as a diverse and inclusive place to work. We have zero tolerance of discrimination, harassment or victimisation in our treatment of each other and in our management practices and decisions
- We will retain our Disability Confident Employer status

We have a diverse and talented workforce that mirrors the Southwark community

Job design and organisational structure

The promise

We will always ensure we have designed our structures and our jobs to deliver the best possible services for local people and the most rewarding jobs for our staff to do. We will do this with the commitment to support a One Council approach and have structures that support different parts of the council to work well together. We will consult and involve staff and trades unions in shaping the organisational structure.

The outcomes

- The organisational structure is agile and responsive to the changing needs of public service reform and working with partners to provide excellent public services
- Jobs are designed to maximise organisational effectiveness, empower the individual doing it and make the work as interesting as possible
- We will continue to reduce our reliance on agency staff to no more than 4%

Wellbeing and engagement

The promise

We want our staff to enjoy coming to work and to do a brilliant job. For that we have to provide a working environment that is welcoming, supportive, empowering, professional and safe. This is true for every member of staff, no matter where you work or what level. We will therefore create a positive work environment that will support staff in their physical and mental well-being. We want staff to know what is going on and how it affects them as quickly as possible. So we will focus on telling them what they need to know when they need to know it. And as part of a 'One Southwark' workforce, we will ensure messages reach everyone irrespective of where they work or their access to IT. We also want staff to be curious about what is going on outside of their own teams so we will encourage them to network and share information with each other. One to one's and appraisals are to be delivered consistently. Managers and staff at all levels will be reinforced to take ownership and read the information sent to them, through the communications sent out and the importance of the information within them.

The outcomes

- Generally our staff are healthy with 6.6 days taken as sick leave per person, less than the London borough average of 7.5 days, We will work further to reduce this
- We attained Investors in People gold in 2015. This is an excellent achievement which we are proud of and will retain
- We have a culture of integrity, creativity, trust and independence where staff and their contributions are understood and valued
- Staff talk positively about and are proud of their work, their team and the council and are comfortable with the pace of change
- We achieved the middle level of the London Healthy Workplace Charter in March 2015 and will continue to work towards excellence
- We have a safe and healthy working environment and practices that support a good work-life balance
- Messages cascade simply and clearly and honestly from the top
- We will be a family friendly employer
- Promote good health in line with our public health priorities e.g. use of free access to swim and gym boroughwide, giving up smoking, active travel
- Staff have opportunities to get involved in volunteering in the local community to use existing skills and develop leadership

Success in the future state would look like...



Future state

Tomorrow in the life of...

By 2020 we anticipate that these employees will be able to work in the following types of way:



Fix

Lloyd has just finished his first week in his new desk based job at the Queens Road campus. He had very consistent communication in the run up to his job offer. His new line manager had several touch points with Lloyd throughout the recruitment process. On accepting the offer Lloyd was on-boarded with a group of other new employees. He enjoyed the community cohort aspect this created and that various leaders from around the council came in to explain what their areas did and what projects were currently ongoing. Lloyd was able to bring up that he had Microsoft project skills from a previous role and he was connected by the new starter facilitator to have a follow up meeting with a manager in Housing that needs help on the matter.



Flex

Joyce is often seen cycling between the office and her project site. She has just had a behavioural review meeting with one of her team. This was the first time Joyce has done this but was reassured by the simple one pager HR policy on the steps and escalations points of the behavioural review system. She explained honestly to her team member exactly what the protocol is and pointed them toward the HR self-serve site for information on disciplinary and probation policy, and how best to develop and improve.



Free

Carmen who is out and about in the borough, completes simple e-learning training online. Her manager promptly gives feedback acknowledging the fact that Carmen is taking on training. Carmen preferring to learn through others has set up a webinar session with an advanced user of excel that helped lead a training session she went to two months ago. This was one of the quota days a year that Carmen is actively encouraged to take time to come to Southwark Council offices to upskill.



Front-Line

Being a front-line worker Joseph receives his 15-minute bi annual check-up from his HR rep to see how he's getting on. On the call he finds out more about the self-serve portal that he can use to book holiday and review policies. Joseph can see his upcoming annual review on the self-service portal and seeing that it clashes with a holiday, asks his supervisor what would be a better date.

Future Vision

To reiterate our workforce vision is to 'develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce'.

The workforce will feel they have been taken on a staged journey of consistent improvement culminating in a visible shift of improvement come 2020. Our key drivers for change will become exemplar themes throughout Southwark Council:

Restructure with a purpose

Pauses in restructuring exist until concrete corporate plans are finalised and a strategic review of organisational workforce design is undertaken. Staff now can understand the strategic vision for the structure of the organisation that's linked to workforce planning. Clear communications are regularly sent out about organisation discussion and the outputs are available for all to see. Staff can discuss where Southwark is heading and organise their development to maintain their personal learning requirements and those that Southwark will need in the future.

Better communication

Channels to discuss ideas from junior to senior level are open. Forums for discussion are viewable by all members of staff. There is the culture that what may be of interest to me could be of interest to someone else. Sharing is done by default and does not lead to overloaded inboxes. Those that don't have access to a computer regularly have alternate ways to receive information from communication channels.

A 'Southwark Manager'

Following a review of what it means to be a manager in Southwark there is a baseline level of competency to be exhibited by managers within the council. Those that are below this are provided with the time and tools to manage their staff to deliver services effectively. Championed 'Southwark managers' are used to mentor developing and upcoming managers into the organisation.

Better performance management

Senior leadership support managers in undertaking appropriate disciplinary decisions. They are willing to take on the risk that comes associated with tackling underperformance and behavioural issues. Process exists for monitoring performance of new starters and those making significant role changes, giving more confidence in the decisions to appoint those individuals.

Effective recruitment

Those that have positions to fill in their team are in control to recruit within it. HR are set up to support and review the process the manager wishes to pursue. Applicants for roles are looked at for similar positions to minimise time of them potentially re-entering the recruitment process.

Learning needs

There are methods of learning available to all staff that suit them whether they are back office, a home worker, or out and about. A range of options including peer mentoring, e-learning, and class room sessions exist to fit in with an individual's learning requirements. There are increased opportunities to do external vocational training to allow staff to match the skills being developed by potential external applicants.

Further information

For further information, please contact:

Emma Marinos
Director of Modernise
Emma.Marinos@southwark.gov.uk
020 7525 1791

Julie Foy
Head of Human Resources
Julie.foy@southwark.gov.uk
020 7525 0472

Emily Nice
Head of Organisation Transformation
Emily.nice@southwark.gov.uk
020 7525 0430



Southwark's Fairer Future workplace strategy 2017-2020

'To provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments.'

November 2016

 @lb_southwark  facebook.com/southwarkcouncil



Foreword



Councillor Fiona Colley
Cabinet Member for Finance,
Modernisation and Performance



Gerri Scott
Strategic Director of Housing and Modernisation

Southwark residents deserve the very best from their council, and we need to keep up with the changing ways they want to access our services. Modernising the way we manage our workforce, workplace and IT is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the wider world.

For any organisation, its staff are its greatest asset, and this is particularly true for Southwark Council, where so many of our staff deliver excellent frontline services to our residents every day. We know that the majority of our staff think Southwark is a good place to work and are proud to work here, understanding and respecting our values as an organisation. But we also know there are improvements to be made. It's also essential that if the council is going to be fit for the future, and operate effectively with smaller budgets and growing demands, we need to make some changes to the way we support and manage our workforce.

The workplace strategy sets out our vision to provide a bright, modern flexible work environment for all staff that supports mobility, productivity and collaboration across departments.

Together with our workforce and IT strategies this strategy will help us to be fit for the future, and transform how Southwark operates as a council, fulfilling our promise to modernise our council by transforming where and how we work in order to better serve our customers.

Introduction

Our workplace strategy aims to create attractive and inspiring work environments to support new work styles, increase adaptability of space, and increase business performance. We will be looking to maximise the benefits from our office accommodation through increasing space utilisation, diversifying facilities and creating opportunities to share service and space provision.

The way we work is changing, and has to change fast enough to keep pace with the current challenging climate. To date the development of 160 Tooley Street and the Queens Road (QR) campus has provided cutting edge office accommodation that supports new ways of working in a space efficient and cost effective way. The introduction of modern ways of working has reduced accommodation costs, helped establish closer cross-department working by breaking down silos and enabled the consolidation of the council's office building portfolio over the last seven years. There are however still a number of ageing buildings housing front facing services that cannot be accommodated within 160 Tooley Street or the Queens Road campus.

Our work spaces can be defined in the following ways:

1. Office functions, which includes:
 - Corporate back office
 - Home working
 - On-the-move working
2. Community service functions
 - a. flexible locations where the public are invited in to our work space and/or need front facing space
 - b. specialist customer focused spaces (e.g. libraries, adult day centres)
3. Democratic support functions
(space for special events, council meetings, function meeting)

We need to look at our current space and define our requirements and needs over the next three years. This step change will form part of the workplace strategy, which will enable modern ways of working through transforming how and where we work. A good modern working environment should support a complexity of working patterns and encourage collaborative, integrated and cross functional activity. It should be about challenging the way work is done and fitting out the organisation to work in different ways. The practical driver for adopting new ways of working and offering a rich variety of alternative work settings such as desk sharing, remote or home working, is to enable the council to reduce the number of buildings and/or floor space it deploys as office space, now and in the future.

Workplace is focusing on the office function spaces and the flexible community service functions. We need to enable and encourage people to enjoy their working or office space. This needs to be combined with policies to support flexible working and flexible hours and the provision of technology to enable staff to work anywhere - employees will feel more valued as a result.

As 160 Tooley Street and Queens Road (1-3) have proved, getting the workplace right is a key enabler to support change in the workforce. However, the accommodation model developed by the council is now several years old. To meet the challenges ahead, keep up with the changes in the way we work and to streamline with the emerging workforce and IT strategies, a review of the model is required. Our workplace strategy is much more than the opening of Queens Road 4 but is a review of all of our office accommodation, reduction of satellite sites, a commitment to a consistent office offer, and goes hand in hand with increased mobile working.

We will be looking into the council's office accommodation model and reviewing accommodation requirements and service delivery model where necessary.



Current state

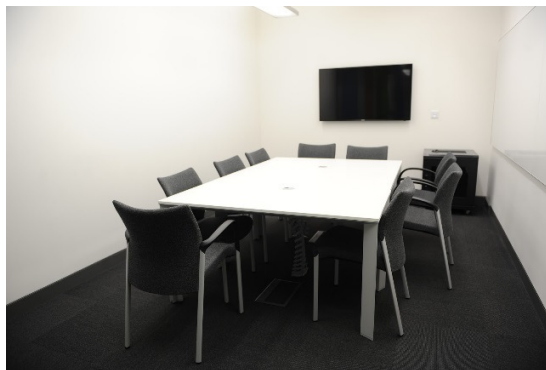
Drivers for change

Change is always on the horizon

Buildings have long lives but the needs and requirements placed on them change often, sometimes rapidly, and can lead to complex and competing variations in usage and even structure. As seen in 160 Tooley Street; spaces like the atrium and rooms on floors 1-5 are not adaptable in both physical and technological aspects.

Collaboration

Working in a team village can be beneficial but the use of space prohibits communication and collaboration further than desk neighbours. Rigid rows and storage cupboards create physical barriers throughout 160 Tooley Street. In addition, the uniform structure and layout of meeting rooms exacerbates the sense of formality and old ways of working and communicating.



Diversity of space

Due to the diverse nature of our work and the important relationships we hold with partners and customers, our staff require varied working spaces and environments. This is difficult to accommodate presently as room layouts and seating arrangements are not flexible.

Utilisation of space

A lot of space currently exists for staff to utilise. Areas are currently chosen on availability rather than functionality or capacity; this can often lead to a shortage of rooms with larger capacity or video conference facilities. The introduction of 'working from home' has given greater flexibility to our staff. This has led to 160 Tooley Street's capacity varying significantly throughout the week, with Mondays and Fridays seeing troughs in office space use.

Culture

Workplace transformation will provide an opportunity to instil a sense of culture, ownership and belonging with the aim of changing old practices and mind-sets.

Today in the life of...

We have looked at the type of work that people do in the council and have categorised people into four distinct areas. This has been done to ensure their requirements are thought through and considered. We have identified four types of employee:

- Fix
- Flex
- Free
- Front-line

Below are four examples of how these types of employee currently interact in the council.

'Fix' - staff whose job requires them to work in a fixed area in a specific location – so work primarily in a customer service or administrative role (e.g. customer service centre, library, court, crematoria) and need to have access to appropriate technology. They may have specific hours of working.



Fix

Lloyd is office based requiring him to work primarily in the same location. He is technically meant to be able to work at any desk in the office but sits in the same place every day. His space is his own and he is happy to leave his desk cluttered for him to return to the next day. Under his desk he has all of his archived paper documents that he spends time looking through each day. He has weekly team meetings in plain meeting rooms and he is provided handouts of the meeting agenda.

'Flex' - staff work predominantly in an office location but use a wide variety of different work spaces in that environment. They can also access home working and remote working from other sites and locations. These staff have a lot of flexibility to balance their work and personal life demands.



Flex

Joyce splits her time between project sites and the office. In her meetings on and off site Joyce has to take pen and paper to take down notes and write up back at her desk. She often wants to present to her team in meeting rooms with AV functionality so has to book a few days in advance. Joyce instead spends large amounts of time printing documents for her team to read and reference. Joyce works from home on Friday as there is no one in the office on a Friday anyway.

'Free' staff 'spend the majority of time out of the office on the move, travelling around the borough or working with clients and customers in their homes or properties. They will only come into office space for meetings or a quick touchdown. They are often not constrained to normal core working hours.



Free

Carmen spends a lot of time working out and about in the borough. She has to take lots of paper forms into meetings and often struggles to read what the customer has written on them. Carmen doesn't have a car so relies on the car pool scheme heavily. She's always concerned there will not be one available when she needs it most. Carmen uses Southwark buildings to discuss sensitive topics in a safe place. She has to use plain clinical office rooms to deliver uncomfortable messages to clients.

'Front-Line' staff work across the borough, they are the Southwark employees that our customers will recognise and interact with. The majority of their time is spent on the move in Southwark, with the core tools they need to complete their work. They can operate outside of business hours and will rarely need to come and use council office space.



Front-Line

Joseph works as a road sweeper and goes straight on the beat in the morning. He collects his equipment barrow from the secure spot on a street he found at the end of his last shift. His route for the day ends near the Old Kent Road hub where the facilities are basic so he chooses to shower at home. He will often spend the majority of the day alone, meeting only his supervisor that comes to check on him doing the daily round.

Workplace vision

‘To provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments.’

We need to look at our current space, understand our requirements and needs over the next three years and transform our workplace. This step change will form part of our strategy, which will enable modern ways of working through transforming how and where we work. A good modern working environment should support a complexity of working patterns and encourage collaborative, integrated and cross functional activity. Current workplace behaviour and culture should be challenged in order to promote modern ways of working and maximise the benefits of new working environments.



Scope

The workplace strategy covers the Southwark Council buildings (see model below):

- Queens Road Campus (including QR 1-3 & the new QR 4 building)
- 160 Tooley Street
- Buildings that are able to be consolidated into the Queens Road campus

The strategy is also targeted to provide the employees of Southwark the capability to meet their requirements in the following environments:

- Corporate back office
- Home working
- On-the-move working

Focus for the workplace will also be on flexible locations where the public are invited in to our work space and/or need front facing space.

Workplace design principles

In keeping with the existing workplace principles we have developed the following transformation design principles which will inform and guide decisions over the next three years as this workplace strategy is implemented.

In workplace, the principles that we currently work to, support the efficient running of the council. By facilitating the transformation of services, they contribute to the improvement of services for local people through the provision of a modern working environment.

The principles still remain fit for purpose but we now need to think about incorporating the new build at Queens Road and revitalising other office accommodation to ensure that we have the right provision of space and services in three years' time and beyond.

Maximise opportunity: Maximise capacity and usefulness of all available space

Quality: Provide a consistent level of quality workplaces

Diversity: Provide workplaces that meet the diverse needs of all Southwark Council members, officers, customers and partners

Welcoming: All Southwark Council building users feel welcome and are encouraged to fully utilise council buildings

Revenue: Generation opportunities are sought, consolidation of existing estate and release of strategic sites for regeneration

Flexibility: Space and facilities are fit for the changing requirements of the future

Culture: Develop working environments that promote and facilitate a collaborative culture

160 Tooley Street proved that new working environments can enable significant cultural change and, seven years later, there is now the need for our next cultural step change. The development of a fourth building at Queens Road presents the opportunity for the council to review how the existing workplace model has performed both in 160 Tooley Street and Queens Road 1-3. We have the chance to reflect and to consider how the model can be upgraded and improved to accommodate the wide variety of work styles and environments required to meet and support the emerging workforce.

Priorities



Culture - There is an opportunity to embrace the richness and abundance of life in Southwark. Space can show achievements, successes and history so we instil a sense of pride in what we do throughout all our work space.



Transport - We need to reduce our environmental impact and carbon footprint, whilst still ensuring our staff can get to where they need to be and are provided with adequate facilities to support them in doing so (e.g. pool cars and bicycles, showers and drying rooms for cyclists).



Public facing space – There is daily interaction with the public at Queens Road and there is a little at 160 Tooley Street. Ground floor meeting rooms in Tooley Street need to be reviewed for the public facing purpose, training events and so on. We envisage interacting with the public in two ways: locations where the public are invited in to shared and flexible front facing spaces which are located alongside corporate offices accommodating multi-disciplined teams and also customer focused spaces built around the specialist services that the community requires (e.g. libraries, adult day centres, nurseries)



Health and Wellness - Having work spaces that encourage movement and spaces that take care of your physical and mental health is increasingly important in the working environment. There should be areas that are multi-purpose, functional and comfortable.



Digital by Design – We need to consider how we currently work with regard to services such as archiving, scanning, mail, and printing. There is a need to digitise and streamline the way these services are currently provided. There are also considerations to be made regarding the collation and posting of large numbers of documents (e.g. electoral, rents etc.) which potentially could be done more cost effectively externally. Examining policies and procedures will be crucial to support this. To support this, we need to review on-site storage ensuring that whilst reducing the quantity of storage, items stored meet the requirements of the council's diverse business.



Traded services consolidation – We need to focus on our three depots that exist for non-office staff in the council. These are unsuitable with duplication of cost, support resources and management effort. This is compounded by the impact on operational effectiveness and the opportunities to share expertise, knowledge and resources in the most efficient way. Collaboration with regeneration is occurring to look for possible development land which will support the Fairer Future pledges.



Workplace oversight - Workplace oversight will be required to ensure principles and behaviours are carried out to make the most of new ways of working available. We need to consider how we best use our assets and ensure we get the most out of them. Monitoring tools such as online booking and attendance recording need to be looked at and clarity is needed regarding policies such as fixed desks and working from home days. We need to ensure that we embed and monitor workplace behaviours such as adhering to clear desk policies and reporting health and safety issues.



Spaces for working - We will create an intelligent environment, seamlessly integrating technology and our office space enabling us to free ourselves from our desks. We will require a variety of spaces designed around activities which will include a range of different collaboration areas, 'kitchen tables' (team meeting space), quiet spaces, loud spaces for meetings, small phone booths. Due to the introduction of Queens Road 4 and the implementation of a holistic workspace strategy there is an opportunity to introduce innovative ideas that will refresh and revitalise our space.



Revenue generation - We will maximise opportunities for bringing revenue into the council and increasing occupation levels in buildings including looking at the existing estate to see what can be consolidated in order to release strategic sites for regeneration.



Partnership working - By attracting partners to our sites, through dynamic office space and facilities, we will encourage collaboration and seamless working between ourselves and our partners and reap the benefits that working together can bring.

Business needs and strategic objectives

We have identified eight priority business needs that we need to focus on. We have developed workplace specific strategic objectives that outline what we want to achieve in order to satisfy each business need.

<p>Reduced Costs</p> <ul style="list-style-type: none"> Reduce number of buildings Reduce square footage of buildings Maximise capacity and usefulness of all available space Consolidation of existing estate and release of strategic sites for regeneration Identify opportunities to provide a range of flexible spaces for different services to share and 'sweat the asset' 	<p>Collaboration</p> <ul style="list-style-type: none"> Stakeholders feel welcome and are encouraged to fully utilise council buildings Develop working environments that promote and facilitate a collaborative culture and encourage integrated and cross functional activity Support the needs of partner businesses and organisations for mutual beneficial need Integrate other organisations into our workplace through the design of facilities, technology provision and cultural alignment 	<p>Digital by Design</p> <ul style="list-style-type: none"> Digitise and streamline services such as archiving, scanning, mail and printing Explore monitoring tools such as online booking and attendance recording Moving to paperless working 	<p>Inspiring Leadership</p> <ul style="list-style-type: none"> Workplace oversight will be required to ensure principles and behaviours are carried out to make the most of new ways of working available Encourage senior leaders to lead by example and fully utilise new spaces
<p>Behavioural Change</p> <ul style="list-style-type: none"> Develop working environments that promote and facilitate a collaborative culture Provide a consistent level of quality workplaces Ensure we embed and monitor workplace behaviours such as adhering to clear desk policies and reporting health and safety issues 	<p>Modern & Flexible</p> <ul style="list-style-type: none"> Provide workplaces that meet the diverse needs of all stakeholders Space and facilities are fit for the changing requirements of the future Maximise capacity and usefulness of all available space Work more sustainably, responsibly and reduce our carbon footprint Introduction of shared and flexible space. For example, corporate offices accommodating multi-disciplined teams whilst flexible enough to host public meetings 	<p>High Performance</p> <ul style="list-style-type: none"> Create flexible work spaces that can be utilised for both work and training Provide a consistent level of quality workplaces Introducing work spaces that encourage movement and promote physical and mental wellbeing Embed and monitor workplace behaviours such as adhering to clear desk policies and reporting health and safety issues 	<p>Simplify & Innovate</p> <ul style="list-style-type: none"> We will ensure our staff can get to where they need to be and are provided with the adequate facilities to support them in doing so (e.g. pool cars and bicycles) Spaces are easy to book and are fully equipped to support new ways of working

Deliverables

To implement an effective workplace strategy, fit for purpose for Southwark Council, there are three sections of work that need to be carried out.

Current state review

We need to know how all our staff currently interact with the space and facilities we provide. This includes not just 160 Tooley street and QR1-3 staff but also those that will be moving into QR4. This will help shape the design requirements of QR4 but also identify where there are gaps in how space is used in our current buildings.

Key Deliverables

- Facilities utilisation analysis
- User research - customers and employees

Evolve the working model

After analysis of how our space is currently used we will need to look at ways of changing our current behaviours and environments where necessary. The issues that need resolving should come from the current state review; however the answers to these won't be obvious. We need to evolve how we think we currently work to our hypothesis of where we want to be and what we want to look like. We need to test our hypothesis and refine our assumptions until we feel confident the council is ready for us to implement decisions that will affect our workplace.

Key Deliverables

- Hypothesis
- Engage with IT and HR and consolidate strategies
- System testing of some of the new ways of working – it is imperative that we engage staff at the start of the process to look at what we are suggesting and also to allow them to give us ideas for changing and improving how we work. We will bring in a room pilot – looking at furniture, desks, and equipment – giving staff the chance to touch and feel and try

Implementation

Below are the key activities and deliverables that will need to be undertaken to ensure we meet our priorities and strategic objectives set out. They will also initiate our new working model.

- Increase space utilisation, diversify facilities and create opportunities to share service and space provision
- Deliver a workplace that enables and encourages spaces for cultural change to continue and grow
- Educate people on the benefits of new facilities and new ways of working through, for example, establishing change and engagement champions to explain and reinforce new behaviours and attitudes

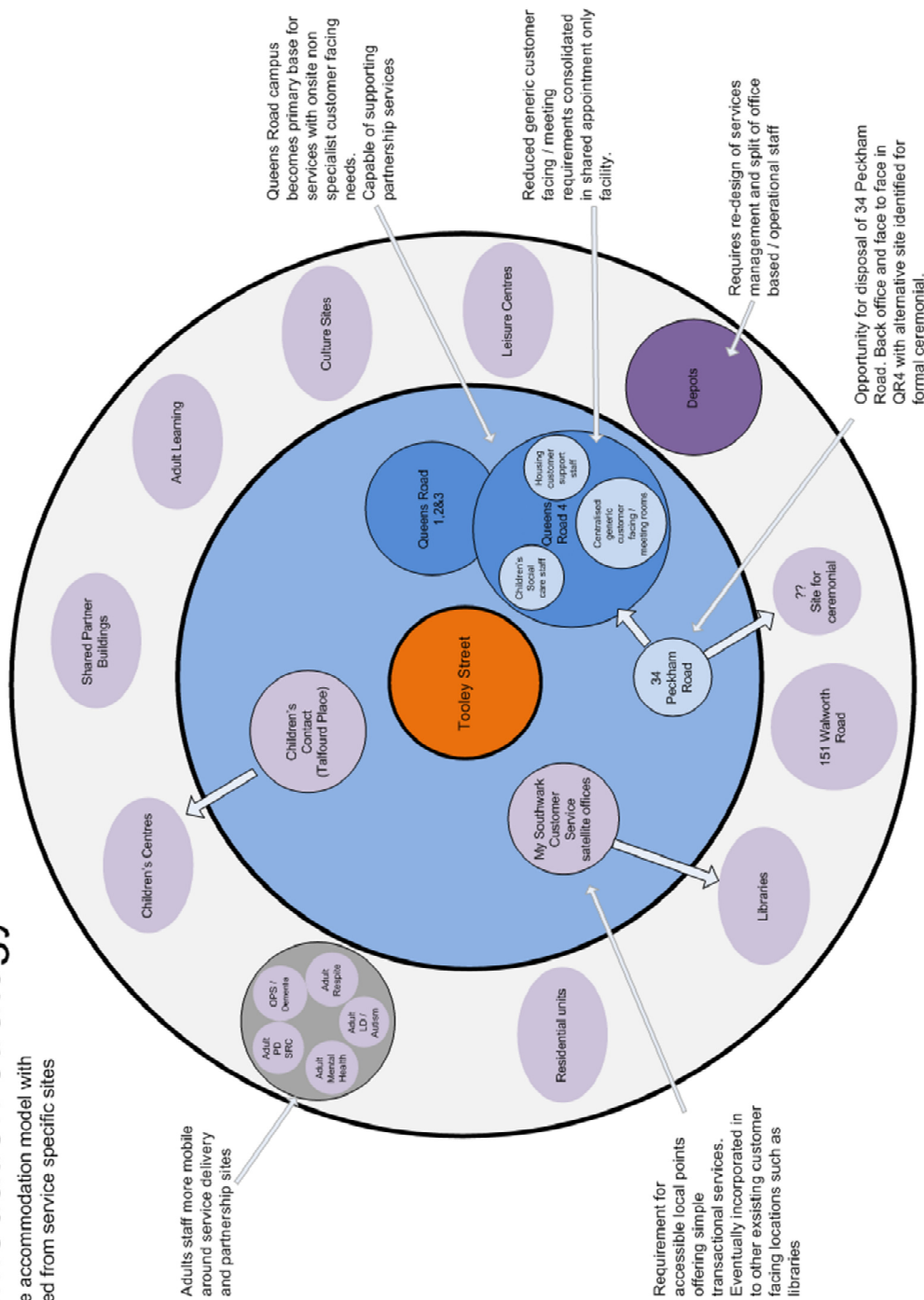
- Foster a culture of self-governance, whereby new behaviours and attitudes (e.g. management by outcomes) are promoted while old behaviours are discouraged
- Development of spaces that align with IT and HR's modernisation strategies. Range of technology which will enable our diverse workforce to free themselves from their desks and create fluidity between multiple work environments. We are looking for collaborative technology, policies and procedures that will naturally encourage working together in a variety of spaces, that allow personal interaction alongside customer interaction.
- Work with Environment and Leisure to source an appropriate single depot plot that can accommodate all the council's non-office services. Centralise small depots and external working accommodation into one consolidated 'Super Depot' which has space to house vehicles, equipment and employees.
- Queen's Road 4's build and practical completion which will fully develop the council's office accommodation across the two centre model. The development of QR4 will make it possible to release for redevelopment or disposal the following sites: Sumner House, Curlew House and 34 Peckham Road. It will also allow accommodation for services currently at 47b East Dulwich Road, which has to be vacated by December 2018 or soon after and front facing services from Bournemouth Road and Taplow.
- Work with Children's Social Care to develop a model of front facing facilities that will meet their service requirements
- Work with the registrars to assess their service accommodation needs in relation to determining the extent of public facing facilities they require
- Work with other front facing services to understand service requirements where face to face interaction with the public is essential
- 'Digital by default' - undertake a review of digital capability (mail, paper etc.) and ensure the provision of facilities that support 'digital by default'
- We will support the needs of partner businesses and organisations for mutual beneficial need. This should include the design of facilities, technology provision and cultural alignment to integrate other organisations into our workplace
- Introduce a change champion network and also a recognised role – in the style of a floorwalker to ensure that our ways of working – clean desk policy, health and safety issues, etc. are followed and respected.

The diagram on the next page gives a summary of how our office accommodation could look.

Working accommodation strategy

Delivering the two centre flexible office accommodation model with specialist/operational services delivered from service specific sites

CORPORATE BACK OFFICE The council's offices at Tooley Street, primarily management and administrative.
COMMUNITY SERVICE FUNCTIONS FLEXIBLE Generic customer facing offices (interview rooms, conference rooms and booths) with substantial associated office accommodation for support staff.
Existing offices with sizeable office accommodation and customer facing facilities offered only to a specific single service brought in to the community service flexible model.
COMMUNITY SERVICE FUNCTIONS SPECIALIST Operational sites designed specifically for the service provided. Eg day centres, schools, leisure centres and libraries.



Opportunity for disposal of 34 Peckham Road. Back office and face to face in QR4 with alternative site identified for formal ceremonial.

Future state

Tomorrow in the life of...

By 2020 we anticipate that these employees will be able to work in the following types of way:



Fix

Lloyd is based at Queens Road 4 in his office based role. Lloyd has an ergonomic desk with peripheral equipment specifically made for his needs. His work space accommodates both sitting and standing. He uses a laptop, a headset, a phone and has a screen available set-up specifically for his height. He has a locker that he uses to store personal items as the office has a clear desk policy and there is hanging space for his outdoor clothes. He is able to scan documents and send information to colleagues and there is a facility for several staff to work on the same document at the same time. Lloyd hands over to a colleague at 5pm because his shift hours are fixed.



Flex

Joyce is in and out of 160 Tooley street regularly. She spends a lot of time with her team around a 'kitchen table'. As her device and laptop automatically connect to the office Wi-Fi, Joyce can work seamlessly around the building in meeting rooms, booths and quiet space where she can complete staff reviews and reports undisturbed. She then goes to an offsite client meeting, arriving early she is able to work on her laptop in a coffee shop whilst waiting. She can work from home, reviewing documents sent to her by her team and having a meeting where she connects with the client contract manager, using Skype. She can vary the days she comes into the office and this suits the nature of her work. Joyce also on this day takes two hours at midday to go and see her son at a sports day.



Free

Carmen spends a lot of time working out and about in the borough. A typical day may start with working at home, checking emails, preparing notes for the day etc. She then goes to the main office to attend a case conference with a family and other professional colleagues, including a probation officer and a health worker who join the meeting remotely via Skype. Following this, she discusses the case further around a 'kitchen table' with team colleagues. She then takes a pool car to carry out home visits during this, she receives a call from one of her team who has had a difficult client meeting. She then drives back to Queen's Road to drop off her pool car and holds a supervision meeting in a comfortable, soft 1-2-1 room.



Front-Line

Most of Joseph's routes let him go near one of the cleaning service mess rooms on the housing estates. He likes to start each day with a clean set of tools by using the facilities in the mess room at the end of every shift to wash down and stock up his road sweeping equipment. Joseph is looking forward to his rotating routes next week, to ensure he can be nearer the super depot, so he can benefit from its welfare facilities. Proper showers and a chance to chat to peers makes him value his day far more.

Future vision

To reiterate our workplace vision Southwark Council's future will 'provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration across departments.' The strategy will be embodied through the design of Queen's Road 4 which should provide the flagship working environment that is 'Fit for the Future'.

The future workplace strategy is bigger than Queen's Road 4. Existing Queens Road buildings and 160 Tooley Street will undergo transformation to create a consistent, flexible, and future proof working environment for all staff. Our ten priorities and seven design principles will be considered across the estate to maximise use of existing assets and also to build a Queens Road 4 building that is the best that it can be.

Our five key drivers for change will become exemplar themes throughout Southwark Council:

Change is always on the horizon

We will have buildings/floors/rooms that have various possibilities for use and are expected to change over the medium to long term. Partners will flow in and out of our estate as we manage our own capacity and utilisation of space throughout our estate.

Collaboration

Our meeting rooms, desks, and open space encourage collaboration behaviours within and between teams. It is the norm to come together and work rather than work and then come together.

Diversity of space

Our fixed/flex/free/front-line staff, partners and customers have spaces that fit with how they need to use them. The spaces that exist are flexible and cater for all working styles as well as the actual work that needs to be carried out.

Utilisation of space

The diverse space that's been created is balanced to ensure it is fully utilised by the proportion of people that use it. Rooms and desks are adaptable to match variations of capacity in buildings and there is always the appropriate technology at hand.

Culture

Our positive working culture will be encouraged by the workplace and promoted within it. There will be visual prompts around the building to maintain our new practices and mind-sets and instil ownership and belonging to Southwark Council

Further information

For further information, please contact:

Emma Marinos
Director of Modernise
Emma.Marinos@southwark.gov.uk
Tel: 020 7525 1791

Matthew Hunt
Head of Corporate Facilities Management
Matthew.Hunt@southwark.gov.uk
Tel: 020 7525 5674

Rod Spence
Head of FM Workplace
Rod.Spence@southwark.gov.uk
Tel: 020 7525 7439



Southwark's Fairer Future IT strategy 2017-2020

'To deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council.'

November 2016

 @lb_southwark

 facebook.com/southwarkcouncil



Foreword



Councillor Fiona Colley
Cabinet Member for Finance,
Modernisation and Performance



Gerri Scott
Strategic Director of Housing and Modernisation

Southwark residents deserve the very best from their council, and we need to keep up with the changing ways they want to access our services. Modernising the way we manage our workforce, workplace and IT is crucial if we are to respond to local needs, operate with reduced budgets, and keep up with changes in the wider world.

For any organisation, its staff are its greatest asset, and this is particularly true for Southwark Council, where so many of our staff deliver excellent frontline services to our residents every day. We know that the majority of our staff think Southwark is a good place to work and are proud to work here, understanding and respecting our values as an organisation. But we also know there are improvements to be made. It's also essential that if the council is going to be fit for the future, and operate effectively with smaller budgets and growing demands, we need to make some changes to the way we support and manage our workforce.

Of course, if we are to keep up with the needs of our residents and staff, we need IT that is fit for purpose. We need technology that is reliable, modern, secure and cost-effective, that supports the digital strategy and enables service transformation across the council. This IT strategy provides a clear plan for how we can build an evolving and responsive IT service that meets the requirements of all our staff as well as our residents.

Together with the workforce and workplace strategies this strategy will help us to be fit for the future, and transform how Southwark operates as a council, fulfilling our promise to modernise our council by transforming where and how we work in order to better serve our customers.

Introduction

The council has set out an ambitious strategy to become a ‘Digital Council’ and a ‘Digital Borough’ within the next 3 years. This is in the context of saving more than £60 million over the same time frame. This requires a radical re-imagining of both how services are delivered and the operating model underpinning them.

To deliver this strategy, services must be supported by reliable, appropriate technology. In addition, officers, members and customers must have access to the right information at the right time. Without both of these the council will not be able to deliver the right outcomes for our customers or the required productivity and efficiency savings over the next 3 years.

There is an increased expectation from customers, officers and members that services can be provided through digital channels and for IT to enable this shift. For our customer’s this manifests itself as wanting to transact at their convenience – anytime, anywhere and anyplace. From an officer perspective there is the requirement to mobilise the work force, enable transformation and deliver robust, reliable IT provision.

This increased expectation has been fuelled by a rapid growth in consumer IT through smart and mobile personal devices and the increasing digitisation of the full spectrum of local government services. This has created a widening gap between what customers need and what the council’s IT service is able to deliver.

These challenges are in no way unique to Southwark and this IT strategy aligns closely to the Government Digital agenda in accelerating digital technology adoption and innovation.

The council relies on a diverse estate of information systems and infrastructure to deliver IT. As with most organisations, business priority dictates the direction of IT spend and operations but a weakened retained IT function combined with an underperforming incumbent service provider has led to an IT service that is reactive and tactical in nature, and where opportunities to rationalise and standardise the IT estate have yet to be fully realised.

A number of interviews were undertaken with members and officers in developing the IT strategy. The consensus was that technology is a core component in enabling the digital transformation agenda and the delivery of efficient and effective public services. However, there were a number of ‘burning platforms’ or business priorities that had to be addressed.

Current State

- It is viewed as not responsive
- Blackberry viewed as the wrong solution
- Inconsistent email experience
- Concerns around Citrix reliability/fitness for future
- Aging server and network infrastructure estate
- Data centre migration not completed
- Key business apps are department based
- High number of apps (c.300)
- Lack of business intelligence capability

Today in the life of...

We have looked at the type of work that people do in the council and have categorised people into four distinct areas. This has been done to ensure their requirements are thought through and considered. We have identified four types of employee:

- Fix
- Flex
- Free
- Front-line

Below are four examples of how these types of employee currently interact with IT at Southwark Council.

'Fix' - staff whose job requires them to work in a fixed area in a specific location – so work primarily in a customer service or administrative role (e.g. customer service centre, library, court, crematoria) and need to have access to appropriate technology. They may have specific hours of working.



Fix

Lloyd has a desk based job in the office. The computer at Lloyd's desk is static, so Lloyd relies on pen and paper when going to meetings and presentations. Lloyd raises IT tickets regularly as he is not particularly IT savvy. He likes to go off and find someone from IT to come to his desk and show him what to do, and takes notes on how to correct the problem next time himself.

'Flex' - staff work predominantly in an office location but use a wide variety of different work spaces in that environment. They can also access home working and remote working from other sites and locations. These staff have a lot of flexibility to balance their work and personal life demands.



Flex

Joyce is running between the office and her project site. She takes a lot of photos during her site visits to show her team when she gets back to the office. After returning to the office Joyce tried emailing them to herself from her device, but as they were such a large file size she found it quicker to directly upload and sort through at her desk computer.

'Free' staff spend the majority of time out of the office on the move, travelling around the borough or working with clients and customers in their homes or properties. They will only come into office space for meetings or a quick touchdown. They are often not constrained to normal core working hours.



Free

Carmen spends a lot of time working out and about in the borough. She often feels disconnected with her customers that aren't technology savvy. Carmen often has to call her clients to get a message across. Carmen has tried email methods or messages but her clients struggle to respond in time. Carmen often has to work with partners in the NHS that have differing technology. Carmen and the partner have to adapt their methods to allow for information to be shared about the customer.



Front-Line

Joseph does not use Southwark's IT infrastructure during his working day. For his personal device, connectivity at the depot is a real issue and he often relies on his own mobile internet for web and directions. His team communicate in person and there is little contact made throughout the day.

IT vision & scope

‘To deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council’

These deliverables were developed in consultation with a range of stakeholders across the business. Achieving this vision will enable the council to deliver against the business priorities.

Support Southwark's Digital Vision:	IT as a strategic enabler:	Customer centric service:	IT which is Modern and Reliable:	A Strong Retained IT function	Multi-Speed IT Capability:
Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office	Supporting business process transformation, efficiency savings, staff mobility, to drive service improvements for residents and customers	Services designed with the customer in mind which are intuitive and easy to use, providing a choice as to how and when residents and council members access information	Service is agile, scalable, secure and available resulting in high customer satisfaction	A team with the capability to fully support and inform business aspirations	Supporting and delivering traditional corporate services whilst also meeting the rapid timescales for agile development and deployment

IT design principles

In delivering the vision it is important to establish overarching principles which will inform all of the council's IT delivery decisions. We will only deviate from these principles if there is a robust business case for so doing.

Digital First: Any IT service will be prioritised and delivered based on its ability to meet the priorities of the digital strategy safely whilst minimising total cost of ownership (TCO).

Solution Flexibility: We will not allow any chosen IT solution to lock us in to a particular supplier or technology.

Adoption of architecture standards: Procurement of IT services will be driven by an agreed set of common standards to ensure that systems can easily be integrated, and reused as business needs change in delivering new digital services.

Sourcing and operation of IT as a service: Operate IT like a business delivering competitively priced services to internal customers, identifying and meeting the business need, delivering through a total cost of ownership (TCO) model and directly impacting business outcomes.

Manage risk proportionately: Apply a risk based approach to the delivery of IT services based on business need and challenge to current ways of working e.g. security risk should not be used as a blocker to improving user experience but designed into the IT service being procured. This must be delivered in the context of complying with all regulation (including information governance) incumbent on a local authority.

Balance supply and demand: Decisions on IT infrastructure investment will always take into consideration the long-term benefit / cost and the council's business outcomes. The upfront investment will need to consider the aggregate demand and business outcomes across the council, in order to justify the business case.

Buy rather than build: Standard application functionality will be used wherever possible in order to drive efficiency and reduce cost of ownership. The workflow capability will be used to augment this where necessary and customised or bespoke software development will only be considered as a last resort.

Information management is everybody's business: All officers and members participate in and are responsible for information management. Information users are the key stakeholders, or customers, in the application of technology to address a business need. To operate as a team, every stakeholder will need to accept responsibility for the appropriate level of information management.

Application reusability and simplicity: Alongside the rationalisation of the application estate the IT function will promote the reuse of existing solutions, whenever possible. Reusable components represent opportunities to reduce IT development times and costs by leveraging investments in current systems.

Business/IT relationship: Improve trust between IT and the business. Strive to 'get the basics right' and consequently look to become a trusted advisor to the business.

Business needs & strategic objectives

We have identified eight priority business needs that we need to focus on. We have developed workplace specific strategic objectives that outline what we want to achieve in order to satisfy each business need

<p>Reduced Costs</p> <p>A strong retained IT function with the capability to fully support and inform business aspirations</p> <p>Multi-speed IT capability: supporting and delivering traditional corporate services whilst also meeting the rapid timescales for agile development and deployment</p>	<p>Collaboration</p> <p>IT relationship: Improve trust between IT and the business. Strive to 'get the basics right' and consequently look to become a trusted advisor to the business</p>	<p>Digital by Design</p> <p>Support Southwark's digital vision: Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front and back office</p> <p>Support and deliver traditional corporate services whilst also meeting the rapid timescales for agile development and deployment</p>	<p>Inspiring Leadership</p> <p>Build a team with the capability to fully support and inform business aspirations</p>
<p>Behavioural Change</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use, providing a choice as to how and when residents, officers and members access information</p> <p>IT which is Modern and Reliable: Service is agile, scalable, secure and available resulting in high customer satisfaction</p> <p>Improve the relationship between IT and the business by demonstrating advantages of working together</p>	<p>Modern & Flexible</p> <p>IT which is modern and reliable: Service is agile, scalable, secure and available resulting in high customer satisfaction.</p> <p>Support Southwark's digital vision: Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office.</p> <p>IT as a strategic enabler: Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers.</p>	<p>High Performance</p> <p>IT as a strategic enabler: Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use provide a choice as to how and when residents, officers and members access information</p>	<p>Simplify & Innovate</p> <p>Increased availability and adoption of online services; greater use of self-service and automation; improved integration between front-office and back-office</p> <p>Supporting business process transformation, efficiency savings, staff mobility, corporate information management and business intelligence to drive service improvements for residents and customers</p> <p>Customer centric service: Services designed with the customer in mind which are intuitive and easy to use provide a choice as to how and when residents, officers and members access information</p>

Deliverables

The ultimate deliverable of this IT strategy is an IT service that is radically different and more aligned with business need than the current provision. The following describes the six deliverables in more detail.

1. IT which is modern and reliable

The council requires an IT operating environment focussing on improved end user compute, applications, hosting, platforms and infrastructure. Such an environment will restore faith in technology and give officers the confidence to transform their own services through user-led innovation and service redesign.

To this end, the server estate will be transformed through adoption of cloud-based services, the migration cloud platforms (such as Microsoft Azure) or the migration to Windows 2012. This will bring the server estate back into a supportable environment and address a number of security concerns around Public Sector Network (PSN) and Payment Card Industry (PCI) compliance. Likewise, the network infrastructure will

Platforms & infrastructure	Applications
<ul style="list-style-type: none"> Resilient, mobile wireless network to enable enterprise mobility Infrastructure light reducing IT landscape maintenance burden Reduced internal data centre footprint Mobile device management Integration across cloud platforms Secure, remote areas Reduced printing & multi-function devices 	<ul style="list-style-type: none"> Rationalised portfolio of applications delivered through the Cloud Cornerstone applications providing best view of citizen e.g. ERP, CRM CRM as a platform ecosystem complemented by digital innovation Mobile first applications Analytics driving operational improvement Digital workplace solutions e.g. Office365, Skype, collaboration Unified identity management solution to deliver 'single sign on'
Hosting	End user compute
<ul style="list-style-type: none"> Cloud based hosting, SaaS available anywhere Scalable and elastic capacity to meet changing business Standardised build ensuring value for money and supportability Rapidly delivered environment for building, digitizing and exposing new digital services Reduce upfront cost of delivering hosting 	<ul style="list-style-type: none"> Secure anytime, anywhere access to systems and data Multi-device smartphone and laptop Simple, modern hybrid devices Mobile data on the move Consistent user experience in the office, home and on the move Mobility as standard for the mobile digital workforce Unified identity management solution to deliver 'single sign on'

be refreshed and redesigned to ensure greater reliability. This will include rationalising the current BT OpenZone guest network of older switches and increase in network capacity. Mobile ways of working will be enabled through a complete coverage across the estate ensuring it is of a consistent standard. This will include rationalising the current BT OpenZone guest network and migrating the BT Fi spark network into a single corporate and a single guest network. In addition, with this, we will revisit the People's Network (currently used to offer internet connectivity to our customers). The offering will be used and reused to support other parts of the business that are looking to offer public Wi-Fi e.g. parks and day centres. Migration to cloud-based services will increase our resilience in the event of a disaster recovery it will not reduce the overall need for a comprehensive Business Continuity Recovery / Business Continuity provision. As such the council will continue to invest in this area as part of this strategy.

Future

- 'Simple IT that just works' – Email, Smart Phones
- Enable a mobile workforce including Bring Your Own Device (BYOD)
- Voice/data convergence including softphones
- Enable staff to do their jobs effectively
- Services designed for the customer
- Applications:
 - ✓ Re-Use existing capability
 - ✓ Manage the Tail
 - ✓ Make bold decisions to switch off legacy apps

We will improve the end users experience by providing those users with an alternative to the current desktop thin client provision through either standard build laptops or tablets. Further to this we will determine what the corporate standard will be - an iPad or a Windows 10 tablet.

This will enable smarter and more mobile ways of working and address the 'paper' culture that exists across the business. In addition, we will invest in and accelerate the migration to enterprise mobility solution (Microsoft Intune) – a more robust and easily managed solution for provision of mobile devices. This is a device agnostic technology and will allow the retirement of BES services (Blackberry) and two pronged approach as part of our device refresh cycle. Firstly, we will offer users a small range of new mobile telephony devices as a corporate standard. This will be one iOS option and one Windows option. This will give users the flexibility to choose the tool that fits best with their business requirements. Secondly, we will offer an option where we can deliver services to a user's personal mobile telephony device (Bring Your Own Device – BYOD). This will be governed by certain technical and security parameters to ensure security and support.

2. A strong retained IT function

Execution of this strategy and the enforcement of the strategic principles are predicated on a strong retained IT function. It is critical both in generating the business value that flows from IT and positioning IT as an enabler for transformation.

This requires a shift in how the council's IT function is organised and a continuation of the change process begun in February 2016. To this end the following will be reviewed:

- Service definition – what services does the IT function offer and what activities should the business deliver in respect of IT change?
- Service delivery – what standards will the IT function guarantee the business, how will those standards be monitored and how will the IT function be held accountable?
- Funding – how will the current financial climate where capital funding is deemed 'more flexible' than revenue funding align with an IT industry that rapidly moving toward a cloud based revenue model?
- Total cost of change – how will the project and change function within IT be funded? For complete transparency should the business bear all costs associated with IT change?

Despite previous centralisation efforts, delivery of IT services is localised throughout the business. In some cases, there are sound business reasons for this. These will be documented and understood. However, in many cases this disaggregation of IT resource has resulted in:

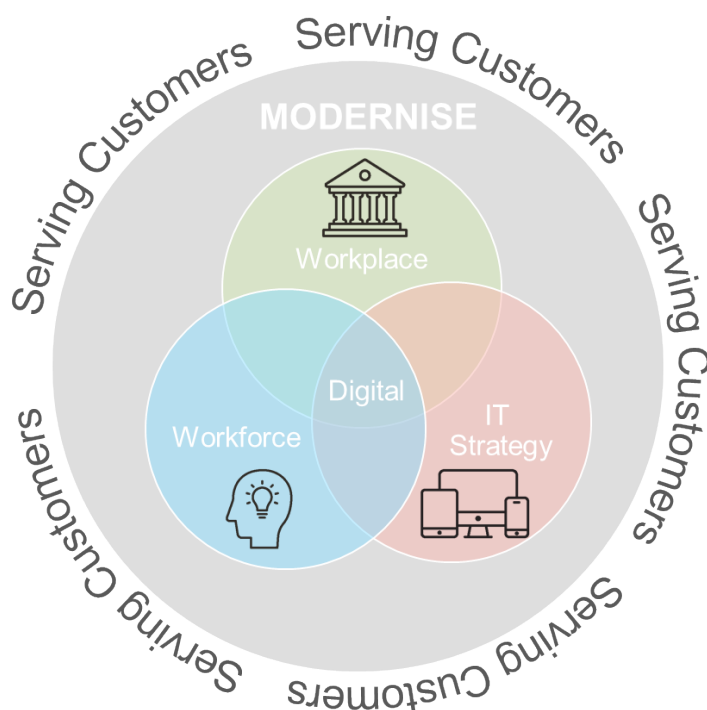
- Diseconomies of scale (for both procurement and service delivery)
- Lack of standardisation around best practice, process and policy
- Unclear governance processes and a lack of accountability
- Unacceptable levels of service delivery for customers, members and officers

Consequently, there will be a review of all IT activities and spend across the business to determine where there is benefit in aggregating both budget and resource centrally within a stronger retained IT function. In addition, any resource rationalisation that emerges from this piece of work will be used to fund a strong retained IT function with more capacity and a higher skill level. This directly supports the following:

- A redefinition of the IT service to make it an enabler for transformation;
- Developing a better understanding of our internal customers and their requirements;
- Establishing the capacity and agility required to deliver the digital strategy and to respond positively to the ever increasing service demands.

The stronger retained IT function under consideration does not include the business as usual or change resourcing to deliver information management and business intelligence across the organisation.

3. IT as a strategic enabler



Key to understanding IT as a strategic enabler is understanding how it integrates with the rest of the modernise division – specifically HR, corporate facilities management and organisation transformation. Workplace, workforce and IT are the foundations on which the modernisation of the council will be built, the tools that will transform how the council works, delivers services and interacts with customers. Officers increasingly work on activities that cross traditional departmental lines. Our workplace strategy vision is to **“Provide a bright, modern, flexible work environment for all staff that supports mobility, productivity and collaboration**

across departments”. This will entail a rationalisation of office accommodation; the development of Queens Road 4 and the increased geographic fragmentation of the work force as mobile and home working become more common place. The council is investigating the potential of collaborative technologies that will enable data and ideas to be shared amongst groups of workers, and potentially our partners too. The

collaborative working approach will enable us to create and retain a sense of community amongst our staff working remotely or from home. These collaboration services will be based on a consistent user experience, predominantly through Office365, Yammer, Exchange Online, SharePoint Online and Skype for Business. The bias towards Microsoft is in part driven by the successful deployment of Microsoft Dynamics CRM as our customer relationship management (CRM) tool and the easy integration offered through the Microsoft technology stack as well as the CRM being a key enabling technology for the delivery of our digital vision.

The council has set out an ambitious strategy to become a 'Digital Council' and a 'Digital Borough' within the next three years. This is in the context of saving more than £60 million over the same time frame. This requires a radical re-imagining of both how services are delivered and the operating model underpinning them. IT will be one of the key strategic enablers for this transformation. It is important to note that the enabling IT solutions will require investment and as such any efficiencies deriving from that investment should be used – in part – to fund that IT investment. This investment should decline over time due to the adoption of principle #9 Application Reusability and simplicity through which the IT function will promote the reuse of existing solutions, whenever possible. Reusable components represent opportunities to reduce IT development times and costs by leveraging investments in current systems.

As the council prepares to be 'Fit for the Future' it will look to IT to improve services and deliver operating efficiencies across the board. This will be done by reviewing the applications estate and exploiting it to its fullest and enabling the automation of manual processes and the reuse of information without the need for it to be rekeyed.

4. Support Southwark's digital vision

A council in which applications will be mobile and cloud enabled meaning users can access them anytime, anywhere. There will be offline capability in the form of mobile data storage which synchronises when a user is back in contact with the council's network. Communication and collaboration services such as instant messaging and appropriate social media platforms will be enabled to make communication between colleagues and the public easier.

Security will underpin the move to digital with a unified identity management solution to deliver 'single sign on' which provides a consistent login experience whether you are at the office, on the move or working at home. It is a reality of local government that security standards such as PSN and PCI will impact on how we work and the technical solutions we deploy.

Customer services will be accessed through multiple channels on a variety of devices with processes built around a 'single view of the customer'. In addition, both our customer facing and internal processes will get technology that enables digital service delivery end-to-end. Where appropriate this will be built out through the CRM system to ensure that all relevant information and all processes and services are built on a single

standard application. Placing the CRM 'front and centre' of our digital vision will require both investment and development.

5. Customer centric service

This is a transformational journey about boosting business value that flows from IT. This culture change is hugely pertinent in a multi-supplier environment where the current perception is frustration in IT service delivery and its cost.

The objective is to operate IT like a business, delivering competitively priced services to internal customers, measuring their needs in a total cost of ownership (TCO) mode, and directly impacting business outcomes. This means ultimately achieving a position of 'zero based budgeting' for the IT function. To achieve this goal requires a shift in the way IT is organised; how services are defined, delivered, consumed, and financed; and how IT measures success, evaluates costs, and assigns roles and responsibilities. It also requires an IT service philosophy around a standardised, competitively priced catalogue of enterprise-class services for users to consume. Unlike the current situation where it is only measured on the availability of systems attention changes to the performance, quality, and user experience of the services delivered, and the direct contribution they have on business value and enablement.

Central to this will be the Business Relationship Management team within the stronger retained IT function. They will provide strategic IT advice to senior management across the council and act as the voice of the business within the IT function.

A key priority of the digital strategy is 'putting customers in charge' in order to initiate service requests, self-serve and reduce the overall cost of service delivery. This philosophy should be applied to internal facing IT service delivery to encourage self-service and automate key IT delivery processes. This changes the conversation between council IT and the wider Southwark Council business functions around business outcome and benefit rather than technology implementation; integral for digital transformation towards the 'Digital Council' vision.

6. Multi-speed IT capability

The council needs an IT function with the capability to fully support and inform business aspirations. This includes delivering against the more traditional business as usual role of support, maintenance and service delivery whilst being able to implement and develop change in a more agile way. The strong retained IT function outlined above coupled with the Service Integration and Management (SIAM) supplier model will provide the council with that capability. Consequently, the procurement of the SIAM model is a key in achieving the deliverable of a multi-speed IT capability. Through the SIAM model, IT will have the skills and capacity to meet business need in a variety of methods. This will include a nuanced mix of both traditional and more flexible project management approaches (the waterfall and agile approaches) to allow delivery to be achieved more rapidly than currently. Different teams will have different needs and different sensitivities and risk appetites towards project delivery. The ability to be able to offer the "right" approach to the delivery

of new pieces of work will ensure that the appropriate level of governance is applied to meet the required democratic accountability whilst optimising the speed of delivery.

Future state

Tomorrow in the life of...

By 2020 we anticipate that these employees will be able to work in the following ways:



Fix

Lloyd is based at his office desk at Queens Road 4. Lloyd gets his laptop out from his locker and plugs it into the dock at his desk. He works on the larger screen it displays on. Lloyd likes to try to use the self-serve portal for IT niggles. If he can't solve it himself, he goes to the IT 'Genius' bar help desks to get a quick pit stop support session. Lloyd uses the fact he is able to be untethered from his desk to take his laptop over to his colleagues to get them to proof read his latest email to a council member.



Flex

Joyce is in and out of the office regularly. She utilises the bring your own device initiative at work, bringing in her iPad to make her more mobile. She is involved on many projects and has to take photos to document each. So many photos are difficult to catalogue so she approaches her IT Business Relationship Manager (BRM) with the issue. The BRM shows her an app that E&L are using to catalogue photos and agrees to raise it at next Resident Services DMT. They like the idea and a successful pilot project is quickly organised by the BRM with Joyce acting as a business champion.



Free

Carmen spends a lot of time working out and about in the borough. Visiting Jeremy a client who lives in Peckham. She has been alerted by an electronic medication dispenser placed in Jeremy's home that he still hasn't taken his medicine for the morning. Carmen reminds him to do this and includes this in her notes from the meeting which she types up on her tablet. This saves her time as she doesn't have to return to the office to type them up. She then uploads the notes to a secure system from her tablet, making the notes accessible to colleagues in the NHS who work with Jeremy.



Front-Line

Joseph doesn't fit into the user group for laptops but has been provided with a basic mobile device to keep him in contact with his team and the council as a whole. His route for the day can be accessed on his device and using its GPS he can see where the rest of his team are. He gets a text alert from the manager telling him to use another route due to a demonstration being held that would cause disruption. He uses the device camera to take a photo of a fly tipped sofa that requires a larger van to come and pick up the waste. Joseph is impressed at the WiFi speed and accessibility in the super depot, but also by the fact that connectivity has been put into all the estate hubs which he used to work in a few years ago.

Future vision

In summary 'Digital Council' ways of working will work as follows:

- **Channels** – A multi-channel, simple user experience, anytime and anywhere, agnostic of device which is predominately mobile and the added benefit of unified communications
- **Content Management** – new 'digital' capabilities to transform the Southwark Council web site to ensure it is more interactive, has up to date content with more self-service features and that the council has the ability to facilitate the rapid delivery of more "content" from a greater number of areas.
- **Integration** – key integration technologies to streamline processing from 'front' to 'back' office and ease integration with partners such as other boroughs and service providers
- **Applications** – extract the value from core business applications, focussing on CRM to deliver further automation, compose new digital services and new data intelligence tools
- **Platforms & infrastructure** – infrastructure light, cloud based, reliable and mobile enabled network to support workplace strategy, mobile device management
- **Security** – secure access to data, systems and resources through an easy single login, exploiting identity systems to provide role based access

Further information

For further information, please contact:

Emma Marinos
Director of Modernise
Emma.Marinos@southwark.gov.uk
Tel: 020 7525 1791

Mark Compton-James
Head of IT
Mark.Compton-James@southwark.gov.uk
Tel: 020 7525 1651

This page is intentionally blank.

CABINET APPENDICES DISTRIBUTION LIST (OPEN)**MUNICIPAL YEAR 2016/17****NOTE:** Original held by Constitutional Team; all amendments/queries to
Paula Thornton Tel: 020 7525 4395

Name	No of copies	Name	No of copies
Cabinet Members		Officers	
Peter John OBE	1	Eleanor Kelly	1
Stephanie Cryan	1	Doreen Forrester-Brown	1
Barrie Hargrove	1	Gerri Scott	1
Richard Livingstone	1		
Johnson Situ	1		
Ian Wingfield	1	Others	
Victoria Mills	1	Paula Thornton, Constitutional Officer	5
Mark Williams	1		
Electronic Versions (no hard copy)		Total: 15	
Fiona Colley		Dated: 12 October 2016	
Maisie Anderson			