



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.'

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Foreword



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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**

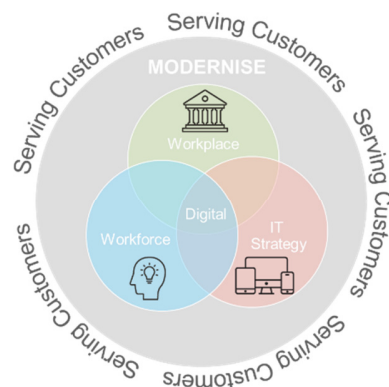
These blocks exist to serve our customers and the more developed they are the better experience and quality of service we can provide to our own customers. All three areas interlink with one another and must improve together to truly modernise Southwark Council.

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.