



**MEDIUM TERM  
RESOURCES  
STRATEGY**

**2010/11 TO 2012/13**

## APPENDIX E

### MEDIUM TERM RESOURCES STRATEGY (MTRS): 2010/11 -2012/13

#### Contents

##### Section 1

The aim of the MTRS .....	3
The medium term resources strategy .....	4

##### *Section 2 - Supporting plans and strategies within the MTRS*

MEDIUM TERM FINANCIAL STRATEGY (MTFS) .....	6
ASSET MANAGEMENT PLAN .....	9
INFORMATION SERVICES STRATEGY .....	12
WORKFORCE STRATEGY .....	15

## APPENDIX E

### The aim of the MTRS

The aim of the **medium term resources strategy** (MTRS) is to:

- *ensure best use of limited resources for maximum gain both in performance and in achieving value for money to deliver local priority outcomes.*

### Context

Southwark 2016, the sustainable community strategy sets out the long term vision with partners for improving outcomes for people, places and delivering quality services. Effective partnership arrangements underpin the delivery of the vision for the borough. Southwark's Local Area Agreement acts as the key action plan for delivery of Southwark 2016. The corporate plan highlights the council's key objectives over the medium term for supporting delivery of Southwark 2016 and achieving value for money outcomes.

The council has set clear priorities for the future in supporting Southwark 2016, to make the borough one of the best in the country, a place that people are proud to live in. The effective and efficient management of resources through the MTRS is central to delivering that ambition.

The MTRS sits alongside the corporate plan and sets out the key council objectives for delivery.

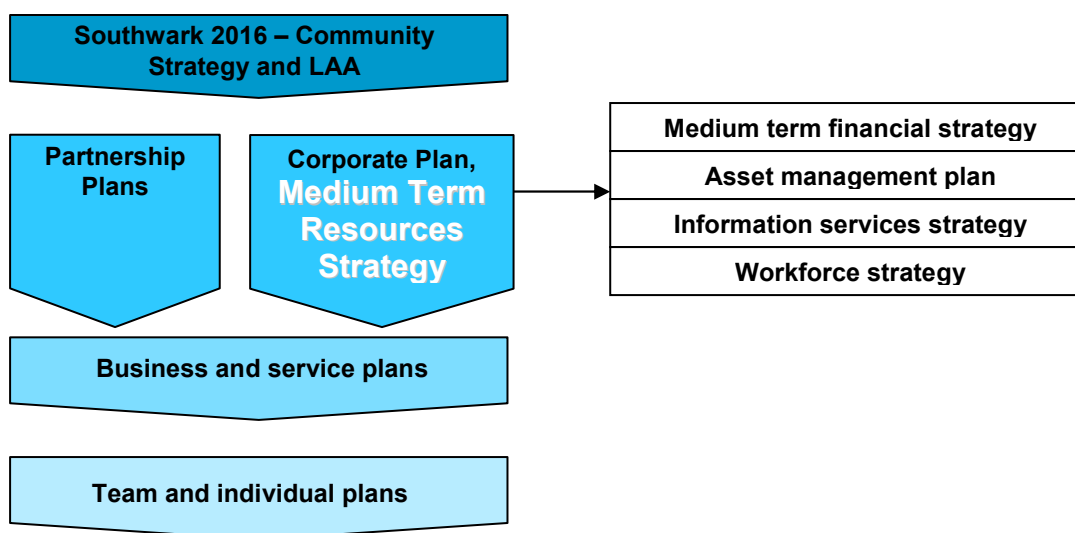
The MTRS aligns financial priorities of the council with key strategies for asset management, human resources and information technology to deliver local priorities. The MTRS facilitates the maximisation of resource opportunities in order to achieve long-term policy outcomes. The MTRS will therefore further embed the achievement and improvement of value for money outcomes.

### Key priorities

The key priorities of the medium term resources strategy are:

- To achieve excellent and robust resource management across the council
- To sustain a value for money culture and secure continued delivery of outcomes through effective business and budget planning, monitoring and challenge
- To ensure equalities and sustainable outcomes are achieved through effective resource and performance management
- To deliver, through excellent financial management, the effective and efficient use of resources and maximisation of resource opportunities in order to achieve long-term policy outcomes
- To align the capital programme with the council's asset management plans
- To target investment in information technology to achieve medium term efficiency through modernisation and modern ways of working
- To deliver sound governance and accountability in respect of all council resources and assets
- To make investment and disposal decisions that are based on option appraisal and whole life costing
- To manage resources to effectively recruit, retain and develop the right staff to deliver efficient and high quality services to our community

## APPENDIX E



### How the medium term resources strategy is brought together

The MTRS comprises of:

- The medium term financial strategy or MTFFS.

*The MTFFS sets out the financial priorities of the council. The MTFFS sets out the financial remit within which the council business plans are developed and agreed.*

- Asset management plan or AMP.

*The AMP sets out the strategic priorities for the delivery of effective asset management planning across the borough.*

- Information services strategy.

*The information services strategy sets out the strategic approach to the development of information and communications technology within the council, based on delivery of value for money outcomes against three core priorities of successful delivery of operational services, achievement of organisational modernisation and underpinning future success. It has been updated to reflect the rapid changes taking place across the council, as well as the possibilities being offered by changes in information and communication technology. While many of the KSO activities are underpinning and not immediately visible, Southwark became one of the first council in London to achieve accreditation for Government Connects, allowing secure electronic data exchange with central government. The council is committed to a major programme of modernisation and improvement, known as Modernise, much of which is enabled by the application of information technology in the workplace. Significant elements of Modernise have been completed successfully with the move of 2,200 staff into purpose-built offices in Tooley Street, supported by IT that enables hot-desking, near-paperless-working, mobile working, and occasional home working. As the four-year IT Strategy rolls out, further, IT-enabled improvements in council operations will be seen.*

- Workforce strategy.

*The workforce strategy sets out how the council will recruit, retain and develop the right staff to deliver efficient and high quality services to our community. It is based on five key themes of: recruitment & retention, pay & reward, skills development, leadership and organisational development. The workforce strategy supports the delivery of the modernisation and improvement programme to ensure the council continues to have a fit*

## APPENDIX E

*for purpose workforce with the right balance of skills to achieve continuous service improvement and value for money outcomes in delivery. In the current economic climate this will focus on the need to manage reorganisations and restructure effectively ensuring the right numbers of staff (workforce planning) and the identification of key skills and competencies (organisational development).*

### Use of Resources

On 1 April 2009 the Audit Commission introduced the new Comprehensive Area Assessment (CAA), which replaces the Comprehensive Performance Assessment. The assessment process for use of resources has changed substantially with the introduction of the CAA. The use of resources is made up of judgements on managing finances (including cost efficiencies and value for money), managing the business (including governance, commissioning and procurement, information management and quality and internal control) and managing resources (including sustainability, assets and for introduction in 2009/10, workforce planning).

In the first assessment of this kind Southwark was judged to be performing adequately, or a score of 2 out of 4, overall. Southwark scored 2 out of 4 for each of the three component judgements – managing finances, managing the business and managing resources. Key themes emerging from the assessment as reported by the District Auditor include the need to strengthen capital reporting, (including greater clarity on slippage), implementing the council's IT improvement plan, continuing to deliver sustainability strategies and updating the asset management plan in line with the changing economic circumstances.

In moving forward beyond the assessment the council will need to demonstrate and evidence continued improvement in the use of resources. Improvement action planning will be progressed and monitored through 2010/11. The use of resources assessment will be refreshed on an annual basis, subject to any changes proposed by the Audit Commission and/or government. Progressing action plans will particularly include strengthening the MTRS to demonstrate how priorities are being delivered through the effective management of total resources. This process has begun with this refresh of the MTRS and will continue through the business and budget planning process.

### Keeping the MTRS under review

The MTRS will be kept under annual review to ensure continued fitness for purpose in meeting the overall aim of ensuring ***best use of limited resources for maximum gain both in performance and in achieving value for money to deliver local priority outcomes.***

Monitoring of the priorities within the strategy will be achieved through the regular business, and revenue and capital reports that are presented through the Executive process.

## **APPENDIX E**

### **Section 2 – supporting plans and strategies**

#### **MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

##### **Context**

The overall aim of the MTFS is to achieve the effective and efficient use of resources and maximisation of resource opportunities in order to achieve long-term policy outcomes. It sets out a clear financial remit within which the council's business plans are developed and agreed and supports the borough's broader partnership ambition.

##### **Key priorities**

###### **Financial Management**

- To achieve excellent financial management across the council
- To spend only within budgeted limits whilst sustaining and achieving performance improvement in line with strategic policies and priorities
- To rigorously review all proposed unavoidable commitments and ensure that all possible avenues for delivery, including alternative funding, have been explored; and that the costs have been kept to the minimum required to meet statutory and contractual requirements
- To only fund new service growth from additional departmental savings
- To carry forward into the new financial year 100% of departmental outturn overspends and 50% of underspends, subject to the discretion of the Finance Director
- To underpin all council resource allocation decisions with financial reality and health checks
- To undertake sensitivity analysis to forward manage key projects over a minimum three year period

###### **Value for money and the management of performance**

- To monitor the consequences of the economic slowdown across all council services to ensure that value for money is sustained and impact on service performance and quality is mitigated
- To monitor and benchmark service performance relative to costs against other councils, nationally and locally
- To continually improve council tax and NNDR collection rates as measured by inner London quartiles
- To act to reduce arrears overall, with particular emphasis on council tax, rent and NNDR, and seek prompt payment or payment in advance so as to improve the council's overall cashflow position
- To maximise returns on cash investments while maintaining capital preservation and liquidity within the context of the economic slowdown
- To target sustained upper quartile performance for pension fund investments

###### **Reserves, balances and central contingency**

- To present balanced budgets year on year without recourse to reserves and balances except for specific earmarked projects
- To maintain a central contingency at a sufficient level to cover demand pressures that are volatile, difficult to predict or unforeseen at the time the budget is set
- To maintain reserves and balances at a level sufficient to manage the potential risks and opportunities of the organisation.
- To target an increase in general fund balances to £20m over the course of medium term, in line with similar organisations in London
- To maintain appropriate earmarked reserves to mitigate risk and smooth cost pressures arising from major council projects and priorities, not least regeneration and development and

## **APPENDIX E**

modernisation and service improvement. To facilitate this any money received from relevant short-term funding streams (e.g. Local Authority Business Growth Incentive) be allocated to reserves to meet the implementation costs of major projects

### **Savings and efficiencies**

- To produce a prioritised range of efficiency and other savings options for each year totalling up to 5% of the council's net budget requirement for approval
- To deliver an annual programme of efficiency savings of at least 3% of net service budgets, in line with Government targets and within the overall 5% target
- To invest to save on the basis of sound and robust business cases
- To return all windfall benefits not planned within base budgets to central resources for corporate allocation in line with strategic priorities
- To continually review the extent and costs of discretionary services being provided in the context of service priorities and resources available; to set out options for the cessation or reduction of expenditure on these services which are not of a high priority

### **Income and investments**

- To maintain council tax increases within inflation levels over a medium term planning horizon
- To protect and enhance the level of formula grant and specific grant entitlements from year-to-year
- To maximise external funding opportunities whilst ensuring the continuance of and further investment in key priorities
- To achieve an effective and prioritised forward strategy when specific external funding streams cease
- To maximise the council's income generation by seeking income streams in line with council policies and priorities
- To increase discretionary fees and charges to a level, at a minimum, that is equal to the most appropriate London average (e.g. inner London, family, groupings etc) except where this conflicts with council policy, would lead to adverse revenue implications or would impact adversely on vulnerable clients
- To increase all fees and charges capped by statute to the maximum level the cap allows
- To increase housing rents by the government guideline and progress towards the formula rent target by 2011/12
- To secure increased funding levels of the pensions fund over time to achieve 100% funding within period recommended by actuaries

### **Capital Programming and strategic projects**

- To align the major strategic projects into mainstream capital programme
- To exploit opportunities afforded through the regeneration programme, including setting a target for capital receipts from regeneration projects to support the council's future capital programme
- To build and sustain appropriate capacity and expertise to plan and implement major capital projects
- To profile capital schemes realistically over their lifetime and apply full whole life costing principles to all major capital projects including investment and disposal decisions
- To establish over the medium term sufficient lifecycle maintenance provision for the council's fixed assets where the assets are essential for service delivery and it is cost effective to maintain them in line with the council's asset management plans
- To review uncommitted budgets within existing approved programme annually and reprioritise as necessary
- To identify, review and select the procurement strategies and partnerships arrangements (where appropriate) for all major capital projects

## **APPENDIX E**

- To maximise and accelerate programme of capital receipts ensuring best consideration and due regard to service provision, in line with the asset management strategy and to obtain best value from the disposal
- To maximise potential from planning gains and associated benefits in accordance with agreements and strategic priorities while at the same time evaluating the opportunity costs of taking these gains and benefits
- To use capital receipts as the preferred source of funding for the capital programme
- To pool corporately all capital receipts without any specific earmarking unless so directed by the Executive
- To use prudential borrowing where the business case is agreed
- To use the Cleaner, Greener, Safer budgets through the Community Councils to fund service investment needs where appropriate
- To maintain a capital contingency reserve (£5m) to fund urgent and unavoidable works, including health and safety and DDA works – release of these funds to be subject to the prior approval of the Finance Director in consultation with the Executive Member for Resources
- To maintain a base capital provision for annual recurring expenditure on highways and street lighting infrastructure of £5m and Cleaner Greener Safer schemes of £3.25m – schemes of works to be submitted to the Finance Director for prior approval on an annual basis

### **Governance and partnerships**

- To regularly review the financial regulations and contract standing orders to ensure their robustness and continued suitability in order to safeguard the council's assets, maximise its resources and ensure value for money
- To achieve a resources strategy that will in partnership with key stakeholders maximise the benefit to the wider community
- To ensure effective governance arrangements for all partnership agreements relating to the shared use of resources are in place
- To maintain a risk register for joint risks of these partnerships
- To optimise the opportunities for efficiencies afforded by improved partnership working and shared services
- To ensure, in consultation with our partners, that the decisions on the allocation of area based grant continue to meet the policy objectives of the council over the medium term



## APPENDIX E

### ASSET MANAGEMENT PLAN

#### Context

In May 2008 Southwark's Executive approved the adoption of a comprehensive new suite of high-level asset management policies and practices for the effective stewardship of the Council's property assets. These are encapsulated in the Corporate Asset Management Plan 2008.

Whilst planning and delivery programmes for property assets tend to look to the medium-to -longer term, and for this reason the fundamental principles of AMP 2008 continue to hold good, much change has taken place over the last 18 months. It was therefore appropriate to produce a Refresh document to review progress, examine change in the economic and legislative environment in which our property strategy operates, to challenge the relevancy of existing asset management arrangements and to look ahead to the approach that will be required going forward.

*What does the refreshed AMP aim to achieve?*

#### Strategic Alignment

- Provides an overview of the Council's refreshed Corporate Priorities for 2010-12 and Southwark 2016 Community Strategy priorities and objectives and highlights where these impact on the Council's property assets;

#### Analysis & Forward Planning

- Considers the present and future issues and challenges facing the Council in realising the objectives of the Corporate Plan together with the internal and external drivers and influences impacting on the Council's ability to effectively deliver its services; this particularly includes the squeeze on public spending resources, the global economic downturn, and the consequential increasing demand for the Council's services;

#### Implementation & Review

- Highlights the areas where progress has been made. This includes bringing into full operation a new administration centre, responding to the challenge of exploiting this building to achieve maximum savings, the consequential rationalisation of the operational office estate, major change in how facilities management is handled across the retained estate, a comprehensive review of operational property requirements in Localities, a detailed compliance audit and the commissioning of detailed space and condition surveys for the entire operational estate;

#### Measuring Outcomes & Improving

- Seeks to further develop benchmarks and key performance indicators which will enable the Council to measure progress against its corporate objectives and consequently, more readily identify areas which are performing well and areas where further investment or a change in strategy is required.

#### *Southwark's approach to asset management planning*

The Council's property holding is a key strategic resource. In view of the size and diversity of the estate and the wide ranging corporate objectives it is essential that a robust asset management planning process is in place to ensure that resources are aligned and prioritised to optimise the use of its property estate in terms of service benefit, financial return and value for money. Underlying this overarching objective is a requirement to ensure that the property estate:

- Is treated as a corporate resource and is managed corporately;
- Supports the delivery of the Corporate Plan and Community Strategy;

## APPENDIX E

- Is well maintained and fit for purpose (i.e delivering services);
- Is fully utilised;
- Is suitably located and accessible;
- Is cost effective and represents a value for money return on the Council's investment.

The Council's fundamental approach to asset management planning and its asset base is set out in a set of high level objectives that were formulated in AMP 2008, accompanied by corresponding Critical Success Factors. Together they describe Southwark's overall approach to managing its assets and how this process reconciles the portfolio's vast potential with the organisations needs

### Key Priorities

- Strategic planning of the estate fully integrated into the Council's business planning processes
- Acting proactively to mitigate the affects of the market downturn whilst reconciling this with the strategic objectives of the Council
- Contributing to key regeneration projects through acquisition and disposal activity and use of CPO powers where appropriate
- Achieve a corporate portfolio that is appropriate, fit for purpose, affordable and which contributes to improving operational and service delivery outcomes (sustainable; efficient; fit for purpose; value for money)
- Managing our estate in accordance with our obligations as a landlord and with regard to all relevant health and safety / statutory compliance requirements
- Constantly review and monitor the operational estate to achieve portfolio objectives , including the maximisation of opportunities and efficiencies from the Council's occupation of 160 Tooley Street
- Successfully managing operational demand for corporate accommodation arising from extensive restructuring across the organisation and the ongoing drive to modernisation
- Provide flexible solutions to operational requirements to allow for changing future demands in the operational estate (including exit strategy)
- Responding to changing demand for property services from all parts of the organisation; balancing those demands against resources available
- Include consideration of external factors in all strategic decision making
- Promote collaborative/partnership working to provide efficiencies, either through occupational, operational or procurement arrangements
- Promote high environmental sustainability in both existing buildings and in procurement of new assets in order to minimise costs in use and emissions
- Delivering challenging capital receipt targets whilst maintaining best consideration principles and balancing revenue requirements
- Improve stock condition and minimise back log maintenance
- Ensure statutory compliance and minimise risk exposure
- Consolidated property management arrangements at strategic and operational levels
- Rationalisation and repackaging of FM contracts to achieve management efficiencies, economies of scale and mitigation of corporate landlord compliance risk
- Maintaining a sustainable corporate estate and preserving its inherent investment and utility value through comprehensive facilities management arrangements and a planned preventative maintenance programme.
- Put in place a full condition survey programme for the operational estate in place

## APPENDIX E

- Align and rationalise FM contracted services to provide informed procurement opportunity, efficiencies and minimise management overheads
- Consolidate FM budgets providing total cost of occupancy to support strategic asset management
- Undertake informed outsourcing based on fixed price repairs and maintenance bringing significant cost certainty and increasing transfer of risk to the supply side
- Continue the delivery of the corporate compliance programme working toward best practice allowing effective and transparent management of risk
- Raising the profile of asset management planning corporately and operationally across the authority and reinforcing the role of the Corporate Property Officer
- Renewing and reinforcing structures for asset management planning at corporate level
- Ensuring property strategies in support of corporate objectives are properly resourced and programmed
- Reviewing and refining systems, data, and performance management arrangements in order to fulfil the growing expectations of them
- Safeguarding the Council's legal position with regard to its land holdings by completing a comprehensive review and registration of title programme
- Implementing a comprehensive and sustainable approach to the management of voluntary and community premises, underwritten by sound asset management practices and following from agreement of the overall strategy for the estate by Executive in May 2009
- Managing rent reviews and lease renewals to maximise revenue income
- Taking appropriate action to minimise the arrears of rent
- Proactively managing the investment portfolio to ensure compliance with lease terms and protect/enhance value
- Challenge reasons for holding investment property and monitor investment returns and performance
- Provision of effective, professional property advice in support of departmental strategic objectives

For further information and the detailed action planning refer to **Southwark's asset management plan**.

## APPENDIX E

### INFORMATION SERVICES STRATEGY

#### Context

A strategic approach to the development of information and communications technology, now more often referred to simply as 'information services', is essential if the council is to deliver its corporate aims as set out in the corporate plan and Southwark 2016. At the same time, the council needs to achieve the best possible value for money from its information services expenditure. The council needs to ensure information services support the improvement of the management of information in line with the key principles underpinning better data quality.

The council has committed itself to a major programme of modernisation, much of which is enabled by the application of information technology in the workplace. The future success of our organisation as a whole will be underpinned by the effective exploitation of information and communication technology, wherever it will enable us to provide excellent services that achieve value for money to the residents of the borough.

The council's prior ICT strategy was created in 2006 to cover the period up to the end 2009, but it was a mark of both the pace of change of technology and of the organisation's rapidly evolving business requirements that this strategy had to be updated ahead of time. The new strategy, approved by members in Jan 2009, covers the period of the MTRS. It focuses on maximising efficiency in the delivery of essential services, and on supporting the council's modernisation and improvement programme, including the move to Tooley Street, adoption of modern ways of working, and the wider adoption of technology-enabled flexible working practices. Judicious investments in ICT are seen as vital in enabling the council to meet the financial challenges it is facing, by unlocking efficiencies, value for money and quality in service delivery. The strategy will be kept under regular review, to ensure that it keeps pace with evolving organisational needs and improvements in technology.

#### Key priorities

There are three key priorities underpinning the development of the information services strategy are:

- **The Successful Delivery of Operational Services**

The all-pervasive use of computer and communications technology in the organisation means that a reliable, effective information service is essential to both front-line service delivery and the supporting administrative functions. This capability has to be maintained and updated if it is to function properly, and requires both expert support and continuing investment.

- **The Achievement of Organisational Modernisation**

The council's modernisation strategy is essential to achieving efficiency improvements, and has many facets which depend on the successful introduction of new technology. For instance, the introduction of 'modern ways of working' from 2009 will bring together currently dispersed back-office staff onto a single site, and will involve:

- hot-desking - so that staff can be accommodated using less office space than in the past
- near-paperless working, based on information being captured, stored and shared over the network, and managed throughout its life in electronic form
- occasional home-working - which cuts down on unnecessary travel, enhances productivity, and contributes positively to work-life balance

## APPENDIX E

- mobile working - which lets staff complete operational tasks without returning to the office

Throughout the modernisation agenda, the effective use of technology – along with change management, process redesign and training - is fundamental to achieving improvement.

### • **The Underpinning of Future Success**

Technology continues to develop rapidly, and will make an increasing contribution to organisational efficiency and effectiveness in the future. Southwark is committed to exploiting technology to the advantage of its citizens, wherever the resulting business benefits are justified by the investments required, and wherever the organisation's needs to deliver service excellence dictate. The potential that technology offers to achieve efficiency savings (while always being matched with the 'people' and 'process' elements) is considerable, and is of the highest importance to the organisation's future. The technological developments that will enable future success are outlined within this strategy.

A comprehensive programme of work will be undertaken over the period of the MTRS to achieve the above. Specific areas to be addressed will include:

- Improvements in data and information security. These will be necessary to address some known limitations in the current infrastructure, improvements required to meet the newly-enhanced standards of GCSx ('Government Gateway'), and enhancements to operating procedures.
- The move of the John Smith House (JSH) data centre to Tooley Street. This will enable the sale and capital receipt for JSH, and also bring this secondary data centre up to the latest energy-efficiency and security standards.
- The creation of 'roadmaps' for all of the major line-of-business applications in use in the council. This will ensure that necessary upgrades are implemented, and applications remain fit for purpose. This will include periodic reviews to see if better solutions are available, and if so whether specific applications should be replaced. The approach to application support will also be periodically reviewed, to see whether better value could be obtained through, for instance, shared services with other councils, increased levels of outsourcing (or insourcing), greater centralisation (or decentralisation), and so forth.
- Objective measures will be taken of customer satisfaction with both general and department-specific aspects of the service. This will allow greater focus of resources and management effort onto those areas that cause problems for users.
- A re-negotiation of some aspects of the principal IT outsource contract (currently with Serco). This will allow better focus on aspects of the service that have been problematical, and more appropriate measures of KPIs that are important to the business. A key aspect of this will be ensuring that end-users and managers get better feedback on the service, so that they understand that issues (where they occur) are being recognised, and addressed.
- A focus will be placed on achieving greater efficiencies in service delivery and in the use of IT resources, right across the board. End users will play their part in this too – for instance new email and data storage quotas will be introduced progressively, to ensure that best use is made of electronic storage space.
- A 'service catalogue' will be introduced. This will allow users to order a range of services on-line, via the intranet, rather than having to contact the Service Desk. Experience in other organisations is that this self-service approach is both preferred by users and saves costs. Similarly self-service password reset will save costs, and enhance the user experience.
- As the Modernisation programme continues, IT will enable Modern Ways of Working at more council sites. This will achieve efficiencies in office usage (through hot-desking, occasional home working, more mobile working, etc), plus the ability for staff to occasionally work from council sites other than their own. In due course it may also be possible to move to a desk:staff ratio beyond the current 8:10, thereby achieving further efficiencies in the use of office space.

## **APPENDIX E**

For further information and the detailed action planning refer to **Southwark's information Services Strategy**.

## APPENDIX E

### WORKFORCE STRATEGY

#### Context

Southwark's workforce plan was comprehensively reviewed in 2008 leading to the production of Southwark's workforce strategy. This explains how we will recruit, retain and develop the right staff to deliver efficient and high quality services to our community. Linked to the corporate plan and aware of external drivers, the strategy looks at 5 key themes; recruitment & retention, pay & reward, skills development, leadership and organisational development. The strategy will be reviewed annually. Whilst ambitious in our aims, Southwark has firm foundations in people management. The council invests heavily in learning and development and has achieved re-accreditation of our IIP status across its workforce in 2009, achieving bronze status. The current performance management scheme has been in place since 1999/2000. The council has comprehensive and robust HR policies and procedures.

The organisation has recognised the importance placed on changing the shape and make up of its workforce. Using initiatives such as "modernise" and efficiency reviews has created significant challenge, in the medium term, to both the type and numbers of staff employed and the structures and processes they operate under. The drive for efficiency will have a major impact on Southwark council employment. All business activities will be reviewed, including the need for agency staff, and management structures streamlined. We will look at what is done, how and where this will be achieved, who is employed and the skills and knowledge required to deliver the council's business. The council's accommodation strategy supports this programme, with the major relocation to modern accommodation at 160 Tooley Street in summer 2009 being a key driver.

Engaging managers and staff in this process will be vital and the council will make use of existing consultation processes, (e.g. the trade unions and special staff groups for disabled employees, BME employees etc), and new communication routes; on line surveys, IT developments for collaborative working and engagement. Specific resources have been put in place within the modernisation programme for a broad and comprehensive internal communications strategy and for a special training programme to assist in the successful delivery of this complex change. Staff survey results indicate this process is proving successful in reaching staff and obtaining employee engagement.

To achieve the council's objectives, as set out in the corporate plan, recognising the national context and local influences, Southwark must ensure that there are sufficient numbers of staff delivering services. These employees must have the right skills, knowledge and commitment to meet the changing needs and expectations of the community. The workforce will be efficient, well supported and led, reflect the population they serve, enjoying appropriate conditions of employment in a modern working environment.

#### Key priorities

Our workforce strategy is grouped under five key priority themes:

- **Recruitment & Retention**

Ensure the organisation attracts, develops, motivates and retains staff of sufficient numbers and talent to deliver ambitious aims

- **Pay & Rewards**

Deliver a total reward package which is fair, modern, affordable and what people want

- **Skills and competency identification and development**

## **APPENDIX E**

In a multi-agency environment, develop people's skills and knowledge so that they enjoy productive careers and deliver innovative, high performing services

- **Identifying & Developing Leadership Capacity**

Employ and build leaders who can demonstrate the courage, energy and capability to deliver organisational goals and work in partnership with others

- **Workforce Planning and Organisational Development**

Manage change to establish the right organisational structure with the right numbers of staff to deliver key services. Creation of a modern learning organisation that welcomes innovation and embraces new ways of working

The workforce strategy will be supported by a HR infrastructure that encourages modernisation and supports ambitious people management objectives, delivered through action planning.

For further information and the detailed action planning refer to **Southwark's workforce strategy**.