

# **Overview and Scrutiny Management Committee**

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**Thursday 18 April 2019 at 1.30 pm**

**To be held at the Town Hall, Pinstone  
Street, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillors Denise Fox (Chair), Ian Auckland, Penny Baker, John Booker, Ben Curran, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Ian Saunders, Steve Wilson and Cliff Woodcraft

## **Substitute Members**

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

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## PUBLIC ACCESS TO THE MEETING

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The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

### Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email [Emily.standbrook-shaw@sheffield.gov.uk](mailto:Emily.standbrook-shaw@sheffield.gov.uk)

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## FACILITIES

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
18 APRIL 2019**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting**  
To approve the minutes of the meeting of the Committee held on 5<sup>th</sup> February, 2019
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Work-based Development and Wellbeing**  
Report of the Executive Director, Resources
- 8. Customer Experience Programme - Update**  
Report of the Director of Policy, Performance and Communications
- 9. Issues to Raise from Other Scrutiny Committees**  
The Chairs of the Scrutiny Committees to report
- 10. Date of Next Meeting**  
The next meeting of the Committee will be held on a date to be arranged

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period\* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

\*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email [gillian.duckworth@sheffield.gov.uk](mailto:gillian.duckworth@sheffield.gov.uk).

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Overview and Scrutiny Management Committee

Meeting held 5 February 2019

**PRESENT:** Councillors Denise Fox (Chair), Ian Auckland, Ben Curran, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Ian Saunders and Cliff Woodcraft

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillors Penny Baker and John Booker.

**2. EXCLUSION OF PUBLIC AND PRESS**

2.1 No items were identified where resolutions may be moved to exclude the public and press.

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the committee held on 15<sup>th</sup> November 2018 were approved as a correct record.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 A member of the public, Nigel Slack, asked:

*I note at Item 10, the Committee is to discuss the Work Programme for 2018/19. This report indicates it is to enable Members to “consider and comment” on the draft Work Programme for 2018/19.*

*Since the only piece of work in the report is the Scrutiny Annual Report, I take it this is actually the last piece of work for the Committee before the annual 'musical Chairs' event that follows the May elections?*

*I'd like to highlight early therefore a topic for the 2019/20 work programme for this Committee.*

*A review in detail of the Councillors Code of Conduct and how to reflect within that the need to address social media use & abuse by Councillors.*

*Recent decisions by the Monitoring Officer have highlighted the need to look at how social media is used by Councillors, including the potential for the use of 'fake' accounts. The current Code of Conduct is clearly not up to the job and Cabinet have, in answer to my questions, made it clear they believe it is for this Committee to consider the changes that need to be made to bring this code into the 21st century. There are also issues around other elements of the code that I believe need strengthening in order to protect both the public and the reputation of this Council.*

*Will this Committee therefore commit to the 2019/20 work programme to addressing this issue as a matter of urgency?*

5.2 The Chair explained that the Councillor Code of Conduct was reviewed annually by the Audit and Standards Committee and agreed by Full Council. The question would be passed to the Audit and Standards Committee to look at as soon as possible and the Overview and Scrutiny Management Committee would look at the Code of Conduct following the review.

5.3 RESOLVED: that the question be passed to the Audit and Standards Committee for a review of the Councillor Code of Conduct to be carried out as soon as possible and for Overview and Scrutiny Management Committee to add to their work Programme once the review had been concluded.

## **6. HOW MONEY FLOWS IN THE NHS AND FINANCIAL PLANNING FOR 2019/20**

6.1 The Committee received a presentation from Julia Newton (Director of Finance – Sheffield Clinical Commissioning Group) on how money flowed in the NHS and Financial Planning for 2019/20. Also in attendance was Eugene Walker (Executive Director, Resources – Sheffield City Council)

6.2 The NHS was the 2<sup>nd</sup> largest recipient of public money. The financial settlement for the Clinical Commissioning Group (CCG) had only just been received, therefore the CCG was still working through the implications. Work was ongoing to determine priorities for funding and levels of achievable efficiencies.

6.3 Financial frameworks for CCG's were very tight. At the end of the financial year, the CCG must break even and balance the books. Every year started with no reserves. There was a historic reserve amount of £18m that was held by the Government that the CCG had no access to. In addition, the CCG was not permitted to own buildings or access capital, hold cash reserves or carry funding forward into a future financial year.

6.4 Three separate allocations were received by CCG's – Programme (to commission services); Primary Care (for GP core contracts and related spend) and Running Costs (for administration). NHS England allocated increases differentially dependent on position against 'fair share' target allocations. Currently, Sheffield CCG was nearly 5% above its target allocation.

6.5 Sheffield CCG's 2018/19 allowances had been as follows:

- £783m for Programme (this included £12m as host for South Yorkshire and Bassetlaw Integrated Care System)
- £77m Primary Care
- £13m Running Costs

6.6 In 2018/19, the CCG was currently on track to deliver the breakeven requirement, but there were risks. It was estimated that £16m of the £18.5m efficiency target would be met. The main investments had been around mental health and primary care services and cost pressures were mainly in urgent hospital care.

6.7 The allowances for 2019/20 were as follows:

- £805.733m for Programme
- £82.473m for Primary Care
- £12.643 for Running Costs

6.8 Pressures for the CCG were similar to the rest of the country and included:

- An ageing population
- A rise in long-term conditions
- A reduction in funding and increasing costs of providing care
- Increase in hospital activity and demands for long-term care
- Waiting time pressures
- New technology and treatments

6.9 Members of the Committee raised questions and the following responses were provided:-

- New contract arrangements would be in place for 2019/20 to try to work with hospitals to reduce the amount of people in hospital beds. It was part of the Government's requirements that in CCG areas, GP Practices and neighbourhoods work together to create economies of scale and provide a more cohesive service to the population.
- Hospitals had real cost pressures and it was important to try to understand flows and where it was best to focus. Funding flowed from the CCG to the local authority for mental health care.
- Hospitals linked to the Sheffield Strategy and in some areas would make a loss e.g. care of the elderly, due to national pricing. It was an inefficient system and income could be grown in other ways e.g. changing the use of beds.
- GP Practices were run as businesses and had a special route for capital funding and another for primary care. Hospitals had their own route and built up cash via depreciation of assets. They could also access PFI.

6.10 RESOLVED: That the Committee:-

- (a) notes the presentation now submitted, together with the responses to the questions now raised; and
- (b) thanks Julia Newton for attending the meeting and responding to the questions raised.

## **7. REVENUE BUDGET AND CAPITAL PROGRAMME 2019/20**

7.1 The Committee received a report of the Executive Director, Resources, attaching the 2019/20 Revenue Budget and the 2019/20 Capital Budget which were to be considered at Cabinet on 13<sup>th</sup> February 2019.

7.2 In attendance for this item were Councillor Olivia Blake (Cabinet Member for Finance), Eugene Walker (Executive Director, Resources) and Dave Phillips (Head of Strategic Finance).

7.3 Dave Phillips presented the report which detailed the activity and explained that the meeting had been held a week earlier than in previous years to allow feedback from the Committee to be included in the report to Cabinet, if necessary.

7.4 The key messages in the presentation included:

- The Council was not setting a balanced budget for 2019/20 and would be using £11m of reserves to fund social care.
- The intent was to bring the budget back into balance over a four year period.
- The Council could not continue to increase social care budgets at this rate, so further savings needed to be made.
- A maximum 2.99% Council Tax increase was proposed.
- Given the importance of delivering savings plans and containing pressures, the 2019/20 budgets would be monitored earlier and more rigorously.
- An extensive review was to be undertaken on how to address future key priorities.

7.5 Members of the Committee raised questions and the following responses were provided:-

- The Council borrowed to fund capital projects. The Council was currently cash positive and had to balance the cost of borrowing with potential interest rate rises. Interest rates may rise following the UK's exit from the EU and there may be investment opportunities prior to any interest rate rise.

- There was huge uncertainty around future Government funding and the outcome of the Fair Funding review was not yet known. It was hoped that the Government continued to take deprivation into account.
- Individual Electoral Registration had meant a large increase in costs to the Elections Service.

7.6 RESOLVED: That the Committee:-

- (a) notes the contents of the reports of the Executive Director, Resources, on the Capital Programme 2019/20 and the Budget Report 2019/20, together with the comments made and the responses provided to the questions raised;
- (b) recommends that the reports of the Executive Director, Resources on the Capital Programme 2019/20 and the Budget Report for 2019/20, be submitted to Cabinet without amendment;
- (c) notes with concern that due to continued cuts to local government budgets and rising demand for social care services, this year the budget can only be balanced by the planned use of reserves;
- (d) thanks all officers involved for all their hard work in preparing the budget amidst widespread uncertainty about the future of local government funding;
- (e) thanks officers and Cabinet Members for bringing the budget timetable forward to enable the Overview and Scrutiny Management Committee to consider the budget reports in advance of Cabinet;
- (f) thanks the Council's front line staff who continue to go above and beyond in delivering services to the people of Sheffield in difficult circumstances; and
- (g) agrees to include regular monitoring reports on the implementation of the budget savings in its work programme for 2019/20.

**8. ISSUES TO REPORT FROM SCRUTINY COMMITTEES**

8.1 The Chairs of the Scrutiny and Policy Development Committees in attendance updated the Committee on their respective Committee's work.

8.2 The Chairs raised the issue of the frequency of meetings and whether every two months was sufficient for the amount of work required.

8.3 RESOLVED: That the Committee:-

- (a) notes the information now reported; and

- (b) requests that a meeting be arranged with the relevant Cabinet Member, Statutory scrutiny Officer and Scrutiny and Policy Development Committee Chairs to discuss Committee frequency and workloads.

**9. WORK PROGRAMME 2018/19**

- 9.1 The Committee received a report of the Policy and Improvement Officer, which set out its Work Programme for 2018/19.
- 9.2 Emily Standbrook-Shaw (Policy and Improvement Officer) explained that Workbased Development and Wellbeing and the Customer Experience Strategy would be added to the agenda for the final meeting of the year.
- 9.4 RESOLVED: that the Committee notes the information now reported.

**10. DATE OF NEXT MEETING**

- 10.1 It was noted that the next meeting of the Overview and Scrutiny Management Committee would be held on Thursday, 18<sup>th</sup> April, 2019, at 1.30pm, in the Town Hall.



## Report to Overview and Scrutiny Management Committee

18 April 2019

**Report of:** Eugene Walker, Executive Director of Resources

**Subject:** Work-based Development and Wellbeing

**Author of Report:** Mark Bennett, Director of Human Resources and Customer Services, 0114 2734081

**Summary:**

This report details progress to the committee of the health and wellbeing and learning and development elements of the Council's Workforce and Organisational Development Strategy.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	X
Other	

**The Scrutiny Committee is being asked to:**

Comment on progress against current activity and actions and to propose further interventions as appropriate to supporting the organisation to achieve its aims and objectives in relation to its workforce.

**Background Papers:**

List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

**Category of Report:** OPEN

# Report of the Executive Director of Resources

## Work-based Development and Wellbeing

### 1. Introduction/Context

- 1.1 This report is provided at the request of the Committee detailing actions undertaken by the organisation to support its workforce specifically in relation to development and wellbeing.
- 1.2 For purposes of clarity the detail in this report focuses directly on the Council's strategic approach in relation to the development of the internal workforce and updates on progress and outcomes achieved following presentation of initial proposals in November 2017 and the update provided in April 2018.
- 1.3 All activity detailed is part of the wider Workforce and Organisation Development Strategy which was discussed at the previous meeting and appended for clarity to this document. Delivery against the strategy is monitored via the SCC 2020 Delivery Group and approach to intervention is agreed via the Council's Strategic Workforce Board.
- 1.4 The commitment made by the Council at Cabinet (20<sup>th</sup> March 2019) to the TUC Great Jobs Agenda recognises the importance of employers providing 'Great Jobs' and the underpinning commitments recognise the need for good workforce development and employee wellbeing strategies.
- 1.5 Trade Union colleagues are an active part of our consultation and communication approach. Resources POG is the formal forum for consultation on elements of the strategy; however the Head of Human Resources also meets with the joint trade unions on a monthly basis to shape intervention.

### 2. Health and Wellbeing

- 2.1 The **Being Healthy at Work Strategy** was approved in January 2018 and a number of lead representatives from the team have visited service management teams to establish service area leads. Each service area has responsibility for developing and delivering against their own action plans. These are available on the intranet to show transparency and clarity of progress against desired outcomes.
- 2.2 The organisation successfully retendered the **occupational health** contract to a new provider 'PAM' who is working proactively to support intervention linked to the health and wellbeing strategy.



- 2.3 We recognise that absence levels remain high (17/18 12.94 days/fte) and have taken the decision to invest further in this activity. A dedicated 'Attendance and Wellbeing Team' has been established and agreed with EMT to ensure intensive support in some key areas. These service areas will also benefit from 'Day One' intervention which is a bespoke service of qualified medical practitioners who receive sickness reporting calls directly from employees as such interventions have been intrinsic to reducing absence levels in other organisations.
- 2.4 We reported to the committee that the **Managing Attendance Procedure** had been reviewed to ensure that it is equally both supportive for the employee and enables managers to effectively manage sickness absence. The HR Service has trained over 500 managers in a face to face environment on the new procedure.
- 2.5 **Mental Health** initiatives, as referenced in the previous report, continued to be embedded within our organisation - supplementary support for trade unions was delivered in January 19 'Talking about Suicide' in recognition of the prevailing issue of suicide under the age of 40 and associated workplace indicators.
- 2.6 **83% of managers** have completed some form of mental health intervention training. However only **one third** of this training of this was completed in the last financial year therefore managers must ensure their skills are refreshed.
- 2.7 Our **Health Needs Assessment** Survey was launched in February 2019 following consultation with trade unions. Survey closed in March and results currently being analysed. This should support the development of future workplace intervention as our current strategy comes to a close.
- 2.8 We have developed a **Health and Wellbeing bulletin and calendar** – complete with hyperlinks to development interventions on the hub and local and national initiatives promoting wellbeing. This activity takes place alongside continued promotional activity of national interventions as referenced previously to the committee.
- 2.9 The '**Stairs Initiative**' was introduced in the Moorfoot building – this was undertaken to actively encourage use of the stairs via a communications campaign and the associated pace lighting. Responses to this initiative indicate that it encouraged more people in this building to take the stairs and increased their exercise.

- 2.10 We recognise the sedentary nature of some of our roles and have committed to a series of **interactive briefings** for staff in desk based roles to prevent onset of MSK disorders.
- 2.11 We recognise that an environment of Dignity and Respect is key to ensure a thriving organisation. In response to matters raised at the last committee we have added a specific **Sexual Harassment** addendum to our dignity and respect policy and have updated our **Hate Incident** communications. Our Contact Advisors are trained to ensure that they are able to effectively signpost individuals to areas of support and intervention.

### **3. Learning, Development and Talent**

- 3.1 We have worked incredibly hard over the past 12 months ensuring that we continue to develop a workforce for the future and in accordance with our Workforce and OD Strategy have progressed our development and talent agendas to ensure we have a pipeline of talent and employees who are equipped with the skills, tools and behaviours to deliver the best possible outcomes to the people we serve in our communities.
- 3.2 We have continued to embed our **apprenticeship strategy** for the organisation which is focused on developing a workforce for the future with the skills to deliver against our priorities. Of the 134 apprentice opportunities we identified (to April 18) we delivered 100 of these into the organisation with the majority of outstanding identified apprentice opportunities awaiting the development of the course at a national level (and therefore outside of the control of the organisation). This year (to 31 March19) we have commenced a further 127 apprenticeship starts (169 incl schools) to support our future workforce which align directly into workforce planning.
- 3.3 We are currently commencing discussions in relation to the discharge of our **apprenticeship levy** to support the Council's ambition in the city in accordance with our ethical procurement strategy.
- 3.4 Over the past year we have continued to promote completion of **Personal Development Reviews** in accordance with our 'Time to Sit down and Talk' programme across the organisation. Recorded PDR completions (held in the Sheffield Development Hub at 1/4/19) have increased from 275 in 16/17 to **4510 (62% of our organisation)** under the new process. Training was provided to managers to support their confidence in undertaking reviews and this will continue as we commence our new PDR year.
- 3.5 We have relaunched the PDR for 2019/20 using the same format to further secure a performance foundation within our organisation and this has been

supported with a **revised Learning Hub** which ensures it is easier for employees to navigate the learning platform. The supported learning intervention has been developed to provide greater depth understanding in competence and positive-based approaches in undertaking effective reviews.

- 3.6 A variety of different **communication methods** were used to improve completions of PDRs, these include manager bulletins, regular service level and PLT reporting, printed development brochures for service areas which were not e-enabled.
- 3.7 We commenced roll out our **‘Leading Together’** Management Development Programme, which supports ‘SCC2020’, and which has been created to give managers access to the development opportunities they need to perform at their best, as part of a modern, flexible and creative organisation. It has been bench-marked against National Occupational Standards to ensure it provides the breadth, depth and quality to support both new and more established managers. The programme is designed to inspire and equip our managers to work together, enabling the Council to meet its future challenges. It is connecting people, creating and improving working relationships and fostering ways of working with collaboration, communication and innovation embedded. The development programme meets the needs of all our management groups.
- 3.8 **First line and team leader development.** A comprehensive and flexible programme is offered allowing identification of a tailored learning package. 100 managers have attended the entry course to this programme and have gone on to create their own tailored package.
- 3.9 **Middle Manager development.** 320 middle managers have recently completed the first stage of the middle manager development programme, which was designed to meet the identified learning needs prioritised for the whole middle manager group: building relationships, communicating effectively, build and maintain a talented and motivated team, use of a compassionate leadership style, change psychology, building creative and innovative environments, roles and responsibilities. These needs were delivered in the context of ‘Being the best you can be’ which is the theme running throughout the programme.

In stage two, managers will be given the opportunity to be involved in projects across the organisation; participation in this element of the Programme will be based on the middle manager’s line manager agreeing this as part of their development need. This will give a better result for the projects as their line managers need to support their involvement both in time and in a mentoring/coaching capacity and monitor/record development and impact through 1:1 conversations. Projects will be linked to SCC2020, not specifically created for this programme. They will have tangible results with business impact.

The third stage will enable managers to identify and access their own tailored learning package from a range of development.

- 3.10 The **Senior Manager Development Programme** began in March with 50 senior managers attending the course 'Being a Leader for Sheffield City Council'. In the initial phase of this development activity there are three learning sessions, with the first focused on what it is to be a leader for Sheffield City Council and planning their future development. Further sessions will cover the creation of high performing cultures, personal resilience and how to create the right cultures and behaviours within our organisation.
- 3.11 We have worked to identify the '**Essential Training**' which all employees are required to hold to be an officer within our organisation. We now have a core element of 9 essential learning modules which are undertaken as part of core employee induction activity with an additional 4 specific modules applicable to employees in managerial roles. We remain committed to equipping staff with the knowledge and skills required to undertake their roles competently and confidently. In turn, staff are expected to take responsibility for developing and using these skills and participating in the lifelong learning process. An important part of this learning involves all staff undertaking a range of essential learning, thereby minimising risk to individuals and the organisation. Every member of staff has a responsibility to ensure they, and in turn the organisation, remains compliant with required standards.
- 3.12 The essential learning forms part of a new **employee induction** to the organisation. There are nine topics for all employees with a further four for managers. These topics are available in both e-learning and taught versions, giving flexibility and ensuring access for all employees.
- 3.13 We are working with colleagues in BCIS to support the development and implementation of **the Digital Skills Strategy**. We are working collaboratively with the trade unions to support this strategy and are currently exploring the role of trade union learner representatives to embed learning into the organisation.

#### 4 **What does this mean for the people of Sheffield?**

- 4.1 A skilled and effective workforce is the only way to ensure that we are able to deliver against the commitments we have made to our communities. The activity referenced in this document continues to evolve and is reviewed on a regular basis by the HR Leadership Team, Strategic Workforce Board, SCC2020 Delivery Group and EMT.

#### 5. **Recommendations**

- 5.1 The Committee is asked to comment on further interventions that it would propose to continue to support the wellbeing and development of our workforce.

- Services proactively plan to predict future needs, workforce changes and manage risks
- Design in flexibility into resources
- Make the most of pay & reward to attract and retain talent
- Enable change and better outcomes for the people of Sheffield
- Challenge inequality and reflect the Sheffield community

- Affordably attract and retain talent
- Employer of choice in Sheffield
- Sustainable living standards
- Support work-life balance, motivation and productivity

- Use SCC2020 to tell a clear, cohesive story
- Employees understand their contribution to outcomes/ strategic priorities
- Connect with employees regularly to support, motivate and challenge when needed
- Set clear expectations
- Seek input and feedback, and using this to improve

- Skills and behaviours that:
  - put people at the heart of what we do, building on their strengths
  - embrace change and support the Council's goals
  - look at the wider picture and act for long term benefit
  - try new ideas, take calculated risks and learn from them
- Accountable for delivery
- Confidence and knowledge to be empowered and effective

- An organisation that supports and manages wellbeing
  - Understand our employees' health and wellbeing
  - Have a range of effective support and interventions available
  - Proactive communication and delivery interventions
- Consider impact on health and wellbeing as we design change and

- Structures and roles that respond to change
- Services designed to prevent issues arising/ escalating
- Flexibility to support collaboration across structures
- Structures that support career progression and retain talent
- Structures that support effective management and delivery



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## Report to Overview and Scrutiny Management Committee

**18 April 2019**

**Report of:** Director of Policy, Performance and Communications

**Subject:** Customer Experience Programme update

**Author of Report:** James Henderson, Director of PPC

**Summary:**

This report has been requested by OSMC to provide an update on progress towards implementing the Customer Experience Strategy. It covers work completed since the last report was presented in April 2018, and also sets out a range of forthcoming activity.

**Type of item:** The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	X
Other	

**The Scrutiny Committee is being asked to:**

Consider the contents of the report; note progress made; note and comment upon the emerging results of the Customer Survey; provide any views for areas of concern or suggested focus for the Customer Access project described at paragraph 4.4 onwards; and comment upon the proposed next steps.

**Background Papers:**

- Customer Experience Strategy
- Customer Experience Progress Report – April 2018

**Category of Report:** OPEN

## **Report to Overview and Scrutiny Management Committee**

### **Customer Experience Programme Update**

#### **1. Introduction**

- 1.1 Following previous reports to Overview and Scrutiny Management Committee on 1 December 2016 and 19 April 2018, the committee have asked for a further update on progress within the Customer Experience Programme.
- 1.2 This report focuses on developments over the last twelve months, and also updates OSMC on the emerging findings from the recent customer survey which was designed to enable the programme to track the impact that it is having on how Sheffield citizens use and experience our services.

#### **2 Background**

- 2.1 As described in previous reports to OSMC, the overarching objectives of this programme of work are to deliver an improved customer experience through:
- making sure that we get things right first time for our customers when they contact us;
  - ensuring that there is a consistent experience for customers regardless of which service they are using or which 'channel' they are using (e.g. phone, website, face to face)
  - reducing avoidable contact by seeking to resolve issues quickly and to the customer's satisfaction
  - making a proactive offer of services, by using our knowledge and intelligence to identify where a customer might benefit from using another SCC service (e.g. if somebody has contacted us about a blue badge application, also asking whether they would want to apply for an assisted bin collection)
  - using intelligence-led design to ensure that our services are designed around the needs of our customers rather than what is easiest for services
  - having a single view of the customer across systems and services
  - promoting self-serve first, recognising that most people want to deal with the council on-line in a time and place that suits them, whilst maintaining other channels for customers who do not want to or are not able to use online services.
- 2.2 The expected benefits of the strategy are two-fold. Firstly, we seek to significantly improve the experience that customers have of accessing



customer services – we know from our research that prior to the strategy people were often unable to access services in the way that they wanted to, leading to significant frustration. Secondly, by getting the Customer Experience Strategy right, we can support the delivery of wider change within the organisation and contribute to the delivery of savings by being able to provide lower cost routes to service; by creating new online services to reduce the need for manual intervention; and by avoiding failure demand when a customer tries to access a service online and cannot.

- 2.3 The programme focuses on three core areas: supporting the organisation to take a user-led approach to the design and delivery of services on an end-to-end basis; creating the core capabilities needed for the organisation (both technology and organisational capacity); and ensuring the exploitation of those core capabilities, principally through engaging with work being undertaken in the Place Change Programme and the Improvement and Recovery Programmes.

### 3 **Recent progress**

#### 3.1 Core Digital Capabilities

- 3.1.1 As previously reported, there are a number of important capabilities that need to be in place if we are to be able to create true end-to-end digital service journeys that meet customer needs. The first of these to be put in place was the new **online forms** capability, which allows customers to make requests, applications, reports and to contact the council at any time on a device of their choosing.
- 3.1.2 This capability has now been fully released (at the time of the previous report to OSMC, this was in beta testing), and subsequently all existing forms hosted directly on the old website have been replaced with the new Forms capability. This includes all highways fault reporting forms, as well as a range of other existing forms (e.g. application to join a library). The Digital Services Team (DST) has replaced a range of forms currently hosted through the existing Lagan Customer Relationship Management (CRM) system and DST will continue to work with Customer Services across the CRM upgrade (see below), replacing forms as required. DST are continuing to enhance the experience where they detect user errors by calling customers and fixing issues based on feedback. Additional temporary capacity has been brought into DST to ensure forms are replaced in line with CRM go live.
- 3.1.3 However, there remains a significant backlog of work to replace the range of downloadable print and return forms currently on the website with responsive

online forms. This will be an area of focus for the service in the period ahead, but is likely to take some time to complete.

- 3.1.4 As of 29 March, new **online payments functionality** has been introduced. This was a critical step in being able to offer seamless online services, particularly as our previous payments platform was at the end of its life and offered a poor customer experience. The new payments platform is now fully aligned with the look and feel of the council website, as well as meeting all industry standards for security etc. Online payments are now being used for Council Tax, Business Rates, Housing Benefit and a number of other services, including parking.
- 3.1.5 A process is being put in place for services that did not previously have an online payment option to be able to set this up using the new system. As with the forms capability there will be a need to phase the introduction of payments for new online services because of the available capacity.
- 3.1.6 Additional modules of the system will be introduced over the period ahead to enable direct debits to be set up, as well as providing accounts functionality to allow individuals to log in and see forthcoming payments, balances etc.
- 3.1.7 The upgrade of the **Customer Relationship Management** system is progressing. Although subject to some delays, it is now envisaged that this will go live later in 2019. This will bring a number of important benefits including reduced running costs, significantly improved functionality, and seamless integration with the web platform. Through the use of the new CRM it will become significantly easier to automate transactional services that currently rely on manual interventions. This should both reduce the time taken for a service to be delivered and be more cost effective for the authority.
- 3.1.8 In the last year, Digital Services Team has also taken on responsibility for the **Sheffield Directory**. They are now in the process of reviewing this key resource in delivering our responsibilities under the Special Educational Needs and Disabilities code of practice and the Care Act. The team is engaging with both citizens and partners to understand their needs with a view to improving the experience of providing online information to these vulnerable groups.
- 3.1.9 The new **SCC intranet** was launched in March 2019 and replaced the previous intranet which ran on unsupported software. The new site was designed and developed entirely in-house following the learning that had been done through the development of the website. This has resulted in substantial avoided costs for the authority in the order of £500k. By co-designing the intranet with staff, the information on it is arranged in a more logical way and

is easier to find. The intention is to continue to develop new functionality for the intranet to improve its usefulness and productivity of staff. For example, work is ongoing to develop a new online recruitment process for managers, replacing what is currently a complex set of tasks with a single end-to-end approach.

- 3.1.10 The focus of the programme has not been exclusively on improving the council's digital offer. Substantial pieces of work have been undertaken this year to improve the way in which some non-digital services work, including the redesign of the service offer at Darnall Library, and work to support the Fostering Service to focus on the experience that people have when they are applying to become foster parents in the city.

#### 4 Future Activity

- 4.1 A range of further activity is planned for the year ahead. This includes working with the Place Change Programme to introduce the ability to make **bookings and appointments** on the website. It is planned that the first service to introduce a booking facility will be Pest Control, which should take place later in 2019, subject to approval of a business case. When aligned with the recently introduced payments capability, this will mark the point at which it will be possible to complete for the first time a fully transactional journey on the SCC website – the customer will be able to find out about pest control, let the service know about their requirements, book an appointment, pay for the service, and for the workflow to be automatically routed through the line-of-business system to place the job and add this to work rosters.
- 4.2 The programme team is also working with Adult Social Care to seek funding for a proposed project to develop an **adult social care digital offer** that enables self-care and prevention, while creating an online experience that captures the feel and benefits of a good social work conversation. A response is due back from the potential funding provider soon and, if approved, work will begin shortly to begin to develop this. This would be in addition to, rather than a replacement for, more traditional approaches.
- 4.3 Alongside this, DST will continue to work through the backlog of services where the online offer needs to be enhanced, redesigned or developed, including the review and rewriting of content, the development of new forms, integration with line-of-business systems, and utilisation of the functionality described above (payments, bookings etc.). We will also seek to introduce a new authoring model to devolve responsibility for the maintenance and upgrade of web pages from the central team to portfolios to allow the central team to focus on the strategic improvements to the website described in this report.

- 4.4 However, the focus for the programme for the year ahead is likely to be on a substantial project to improve the **access that the council provides for customers through its face-to-face and telephone services.**
- 4.5 This is based on a series of hypotheses that the programme has developed that our approach to face-to-face and telephone is inconsistent and fragmented, meaning that people do not always get the experience of Sheffield City Council that we would want. We also believe that there are high levels of failure demand at the moment where people are either unable to access our services (e.g. because a phone call isn't answered) or because it hasn't been possible to progress their query during the first contact.
- 4.6 Additionally, because our online services are not as developed as we need them to be and are not yet meeting the expectations that the public has of them, too much of the capacity that we do have within our face to face and telephone channels is being used for simple transactional services that could and should be available online. This is frustrating for the customer and does not represent a good use of our resources.
- 4.7 It is important to stress that this project would look at the entirety of our face-to-face and telephone access and will not be looking solely at Customer Services (i.e. First Points and contact centre). This is because we know that very large numbers of the customer contacts that we receive do not come through Customer Services but instead come to a range of service-specific provision, and that we believe there is a lack of consistency and clarity about how this is provided and to what standards.
- 4.8 Face to face and telephony is an area that has not been examined as a whole for a number of years; the programme believes that as well as opportunities to improve the direct customer experience through these channels there may be a range of other opportunities to join up services and to improve our approach to early intervention and prevention by taking a more customer-centred view of why people are contacting us.
- 4.9 This project is currently in the scoping and discovery phase, and therefore the precise objectives and benefits to be realised have not yet been determined. The committee's views on areas of focus for this project would be welcome.

## **5 Customer Survey**

- 5.1 We have recently finished the fieldwork stage of a survey of the Council's customers. This has been commissioned to enable the programme to understand the impact of the work that has been undertaken to date; how the

expectations of customers have changed since the last survey in 2015, and to allow us to baseline the work of the programme for the next phase of work.

5.2 Some initial headline results are shown below although this does not represent a full analysis as the survey is not due to close until 16 April 2019.

### 5.3 Overview

To date (8 April 2019), over 1500 survey responses have been submitted compared to 305 in 2015. The survey still has a further week to run and therefore we are looking to increase the number of responses further. However, this represents a good response and will enable us to undertake meaningful analysis of the results.

We know that surveys such as this tend to be self-selecting in terms of who answers them, and that this can skew the results. For example, we know that over half of the people who have responded so far are in the 55-74 age groups and that women have been more likely to respond than men. As a result, we have undertaken additional work with groups under-represented in the survey to make sure that we can understand their views.

### 5.4 Assessment

#### **Things are getting a bit easier...**

Enquiry resolution at the first point of contact has increased by around 9 percentage points across telephony and 18 percentage points on-line. Provision of information or the ability to find the information needed has seen a smaller improvement across telephony of 2 percentage points but impressively, **a 14 percentage point improvement has been experienced across our on-line information.**

However overall experience still needs to improve and this would indicate that **we need to be more ambitious and work harder to understand customer need, preference and expectation.**

Overall Experience Face to face: 52% highly satisfied or satisfied. Face to face contact is generally used for making applications, accessing general information and discussing sensitive issues.

Overall Experience On-line: 49% highly satisfied or satisfied. 48% find the website easy to use, 70% found all they needed and 58% had their issue completely resolved online.

Overall experience Telephony: 22.28% highly satisfied or satisfied. Feedback is that it takes too long or people don't know the right number to call.

## 5.5 Customer Preference

As predicted and in-line with the previous survey, **our customers want to undertake the majority of interactions digitally**. They generally prefer to access information, report issues and make applications and pay for services on line or via email. Paying for services via an app is an emerging preference as is accessing general information via social media.

The majority of customers appear to want to receive service and application updates via email or to be able to access the information themselves on-line.

**74% of respondents want to pay their bills on line and 69% want a secure customer account where they have access all their council services.**

There are **emerging requirements for webchat functionality** to support on-line enquiries (53% of respondents) and significant appetite for a dedicated on-line adult social care self-help offer (43% of respondents)

## 5.6 Key Customer Insights

Value – customers have increasing expectation in terms of customer standards. Poor experience makes people feel significantly undervalued and not cared for contributing to growing apathy towards the Council. When the experience is good, it's really valued and is often down to the individual.

Customers want to do things on-line but can't always find the right form or feel frustrated by clunky processes.

Customers don't always feel like they have a choice or lack knowledge in how they can interact with the council which leads to frustration and dissatisfaction. Access is confusing or misunderstood.

## 6 **Recommendations**

### 6.1 The Committee is asked to:

- Consider the contents of the report
- Note the progress made towards the achievement of the Customer Experience Strategy goals
- Note and comment upon the emerging results of the Customer Survey
- Provide any views for areas of concern or suggested focus for the Customer Access project described at paragraph 4.4 onwards
- Comment upon the proposed next steps