

**Overview and Scrutiny Management Committee
19th July 2018**

SCC2020

**a modern, flexible and creative council as a
driving force for the city**

Overview of SCC2020

Presentation Structure



- Overview of SCC2020:

- Context
- Change Landscape
- Structure of SCC2020
- Governance

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- Overview of Resources and PPC elements:

- Customer Experience Programme
- Digital and Technology Strategy
- Workforce and Organisational Development Strategy

What is SCC2020?



- SCC2020 is our way of collectively describing a number of key internal improvement programmes and supporting activities.
- SCC2020 is about ensuring that we have the tools, processes and capabilities in place and have an adaptable, flexible organisation that can respond effectively to Member Priorities.
- The programmes under the SCC2020 banner are a mixture of corporate ones (e.g. ICT improvements, workforce development, etc.) and portfolio ones (e.g. Improvement and Recovery plans in Children's and Adults).
- Relevant Cabinet Members are already aware of and engaged with these programmes through the relevant programme governance.
- SCC2020 allows us to coordinate this activity more effectively so we can better use our resources and share learning across different parts of the Council.

- We have come through several years of significant change over which we have had little control in terms of the scale and nature of that change.
- We continue to face major challenges including demand growth in social care, increasing expectations of customers for style, look and nature of services driven by their comparison with the best private sector companies.

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In meeting these challenges, we must:

- 1) implement changes in the context of a clear destination, trajectory and pace; and
 - 2) build our organisational capability so that we can see change through.
- We are moving into a new era of increased collaboration, a requirement to be flexible and adaptable, to be ICT and digitally enabled with a workforce that clearly understands what a good job is and feels adequately valued and rewarded.

Change Landscape

The current change landscape is significant and complex. There are a large number of change projects and programmes ongoing (not all listed here). The most significant **Delivery Programmes**, in terms of impact on those living and working in Sheffield, are as follows:

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- Children's Improvement and Recovery Plan
- Adults Improvement and Recovery Plan
- Inclusion Improvement and Recovery Plan
- Place Change Programme
- Growing Our Local Income B



Delivery
Programmes

These are change programmes that are focused on improvements to customer facing services. Each of these programmes has dependencies on other activity, whether it is investment in technology or the development of our workforce.

Future Organisation

To enable us to meet our current and future challenges, we need an organisation that is flexible, adaptable, sustainable, digitally-enabled and with a total focus on customer experience. There are three **Enabling Programmes** and three **Supporting Frameworks** which will support us to deliver this:

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- Customer Experience Programme
- Digital and Technology Strategy
- Workforce & OD Strategy

Enabling
Programmes

These are organisational wide change programmes that will support the Delivery Programmes and create a consistent approach to delivering change to create our future organisation.

- Open Decision Making
- Performance Framework
- Financial Strategy

Supporting
Frameworks

These are corporate frameworks which will support the change activity across the Council to be well managed, consistent, open and financially sustainable. They will help us to measure our success.

Combining the

5 Delivery Programmes

+

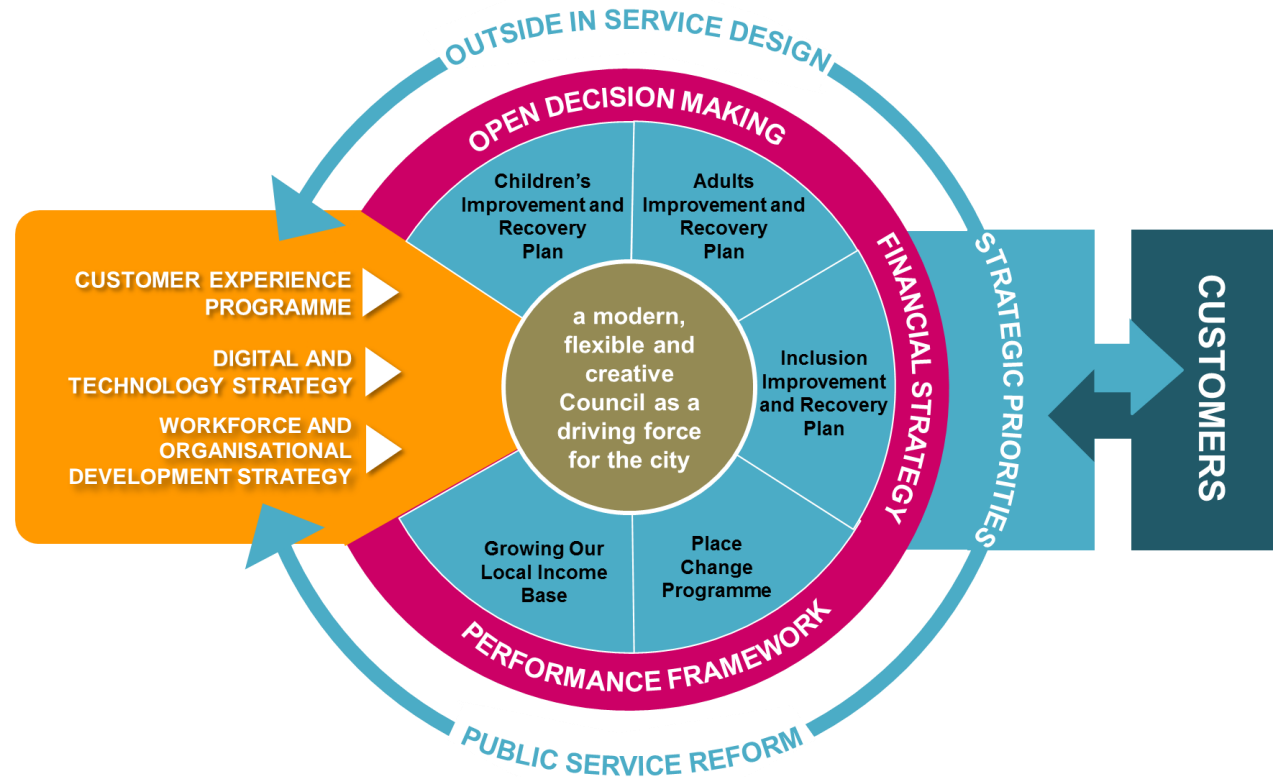
3 Enabling Programmes

+

3 Supporting Framework

=

the scope for our organisational change programme.



Structure of the Programme



Some Principles

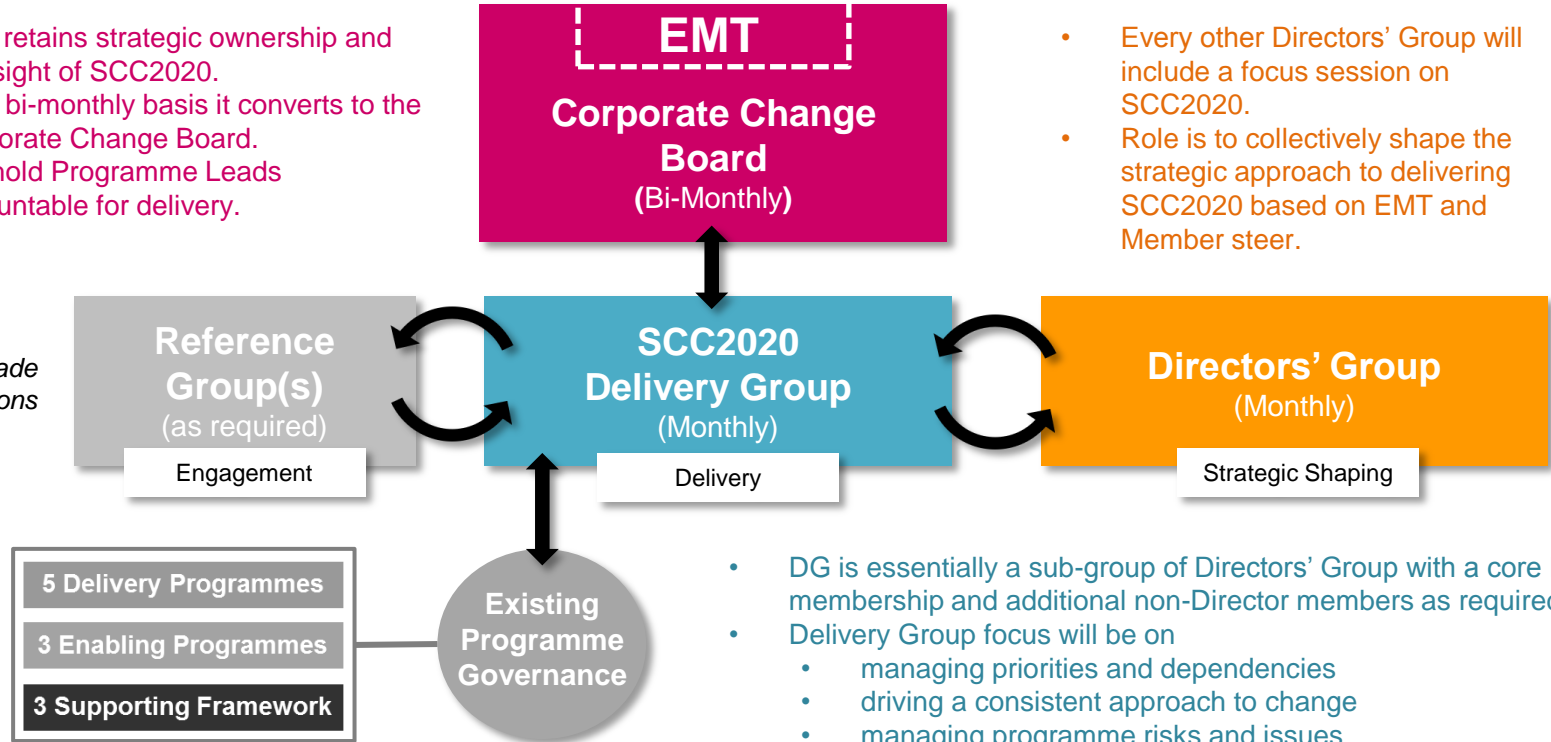
- Provide appropriate governance and oversight of the individual enabling programmes and supporting frameworks to ensure that they are achieving what they set out to do, without seeking to micro-manage them (that should be the job of existing boards).
- Primary focus on accountability to ensure delivery of outcomes.
- Use existing governance mechanisms to prevent duplication of effort and to ensure that most of our effort goes into delivering outcomes rather than managing processes.
- The respective programme leads will ensure appropriate member engagement at the programme level as part of their normal conversations.
- Design real staff engagement as this will be key to the successful delivery of the change. This is partly about communication but mostly about building our organisational capability.
- Dependency work will be undertaken to help prioritise and order the activity and to spot any resource contention.

Governance Structure

- EMT retains strategic ownership and oversight of SCC2020.
- On a bi-monthly basis it converts to the Corporate Change Board.
- Will hold Programme Leads accountable for delivery.

- Every other Directors' Group will include a focus session on SCC2020.
- Role is to collectively shape the strategic approach to delivering SCC2020 based on EMT and Member steer.

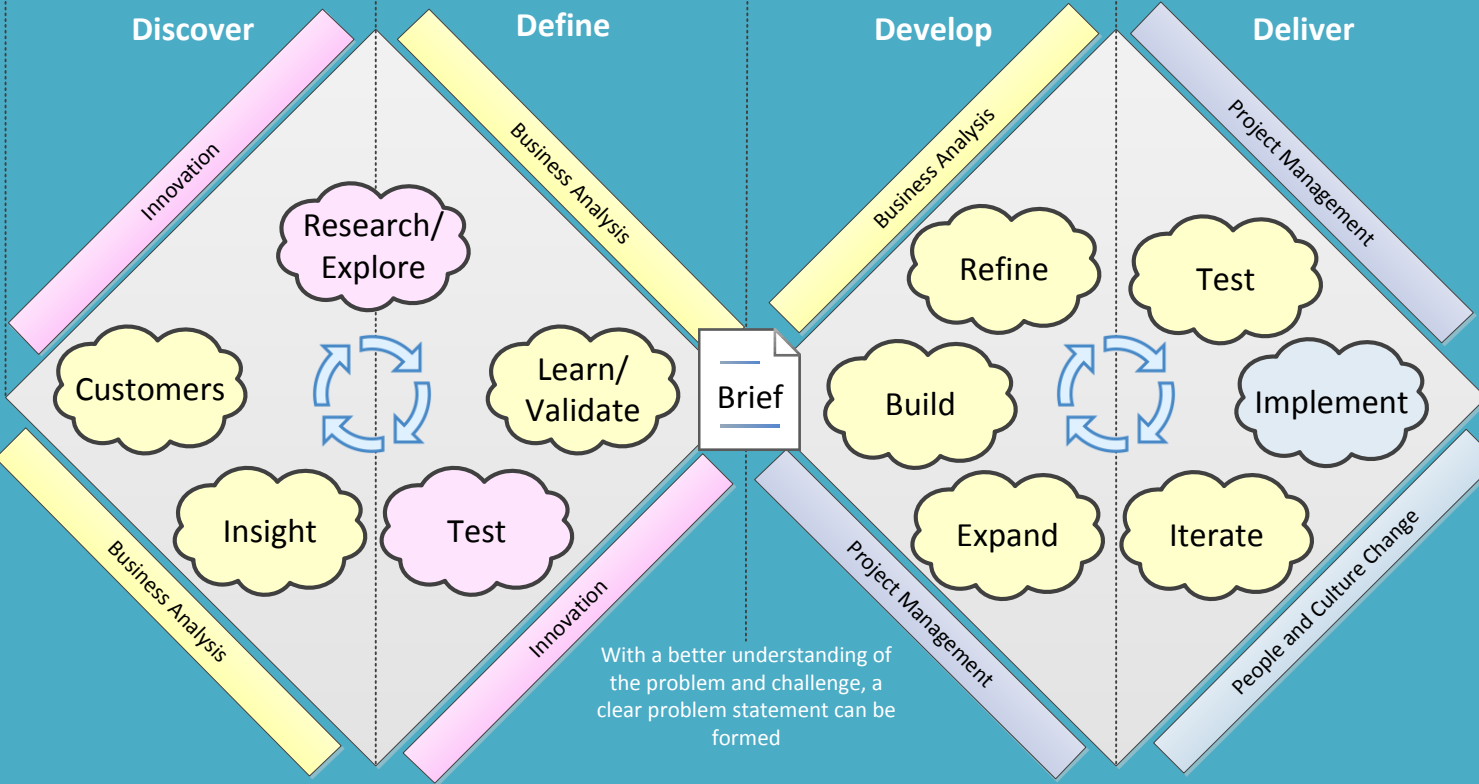
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Including Trade Unions



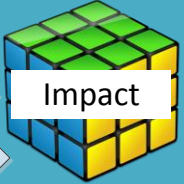
Including PLTs and joint PLTs

- DG is essentially a sub-group of Directors' Group with a core Director membership and additional non-Director members as required.
- Delivery Group focus will be on
 - managing priorities and dependencies
 - driving a consistent approach to change
 - managing programme risks and issues
 - peer support and challenge
 - providing assurance to EMT/Corporate Change Board.

Change Methodology



With a better understanding of the problem and challenge, a clear problem statement can be formed



Customer Experience Programme

Our Vision

The way we deliver services to customers affects everyone in Sheffield.

CLICK the **YELLOW** buttons to read more

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EXPERIENCE
for customers
feels consistent



Customers
are able to
INTERACT
with us



We will help
CUSTOMERS
get what
they need



**OVERALL
VISION**
to deliver excellence,
first time, every time



We will
enable more
customers to
**HELP
THEMSELVES**



DELIVER
what
customers
want



Customers feel
like we are
IN-TOUCH
with their
needs



Key principles - reminder



- Driven by customer need
- Focused on the actual experience that customers get
- Design-led with customers involved in the design process
- End to end – not just sorting the front-end
- Informed by data and intelligence
- Digital first but channel neutral
- Programme led and managed

Services through a customer lens



I'm getting married



I'm having a baby



I'm moving house



I need some help to remain independent



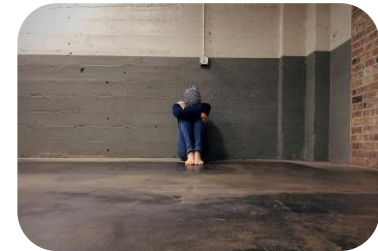
I want to start a business in Sheffield



I've lost my husband and living alone



I'm getting a divorce



I need somewhere to live

Progress to date



Key capabilities

- New web platform in place and operating according to expectations
- New e-forms technology in place
- Customer Relationship Management system upgrade agreed
- New intranet in development and due to launch in September
- Online payments project underway

Exploiting the capabilities

- First end-to-end journeys created (Streets Ahead)
- Darnall Library customer redesign project finished first phase
- ASC web content being rewritten from customer perspective
- Discovery phase of fostering project completed

Next steps

- The Programme is currently identifying priority areas that will form the basis of the projects / change over the next few years, aimed at delivering an improved customer experience and the ambitions set out in the strategy.
- As an enabling programme it is important that the programme aligns with the key priorities of the SCC 2020 Delivery Programmes.
- In addition, we know that the digital maturity and customer experience of a range of our universal / transactional services needs improving.
- The change is likely to involve:
 - A project focused on delivering new or improved infrastructure as a core capability.
 - A range of service redesign projects, looking to take a user-centred approach to design services end-to-end based on customer need, exploiting the core a capability to make things better for the customer and the council.
 - Improvements in the digital offer (irrespective of channel).

Summary of Opportunity / Priorities



- Opportunity areas are being identified in discussions with delivery programmes; to-date engagement has been undertaken with Place Change Programme, Inclusion Programme, Adults and Childrens Recovery Programmes, Housing and Customer Services. A workshop to look at opportunities in Welfare Reform / Universal Credit is planned.
- In addition, a desk-top exercise has been undertaken to understand what would be the priority areas for digital transformation and a further 16 key high level service areas have been identified.
- Things like, timing of available technology and other dependencies have been taken into consideration

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Customer Experience Programme - Proposed Scoping



In-flight Projects

Pest Control

Fostering

CRM Upgrade

Payments

ASC online journeys

Darnall Community /
Library Development

Scoping Group 1

PCP Baseline / Support
for Hub

Bookings (Social Care /
Housing)

Children and Families
Info, Guidance & Advice -
for professionals

Adult Social Care (ASC) -
Health and Housing
Needs E2E

Housing - Info, Guidance
and Advice

Scoping Group 2

SCAS - Payments and
customer centricity

ASC - Bringing customer data
together

ASC - Improving self-help

Inclusion - CRM and
Telephony

Inclusion - Info, Guidance
and Advice

Housing - Improved Payments

Scoping Groups 3 - 4

Children and Families - improving
telephony and CRM

Housing - improving relationship
management - private house
builders

Council Tax and Benefits

Process Manager - Proof of Concept

ASC - Equipment and Telecare

Web Chat Proof of Concept

CRM Opportunities for exploitation

Telephony Opportunities for

- Cllr Olivia Blake is the Cabinet Member with overall responsibility for the programme
- Day-to-day governance is provided by a cross-portfolio Customer Experience Programme Board, which reports to the SCC2020 Delivery Group
- The Programme Board is supported by a steering group who provide service-based input
- There are close links with the various delivery programmes – fundamentally Customer Experience is there to support them to achieve

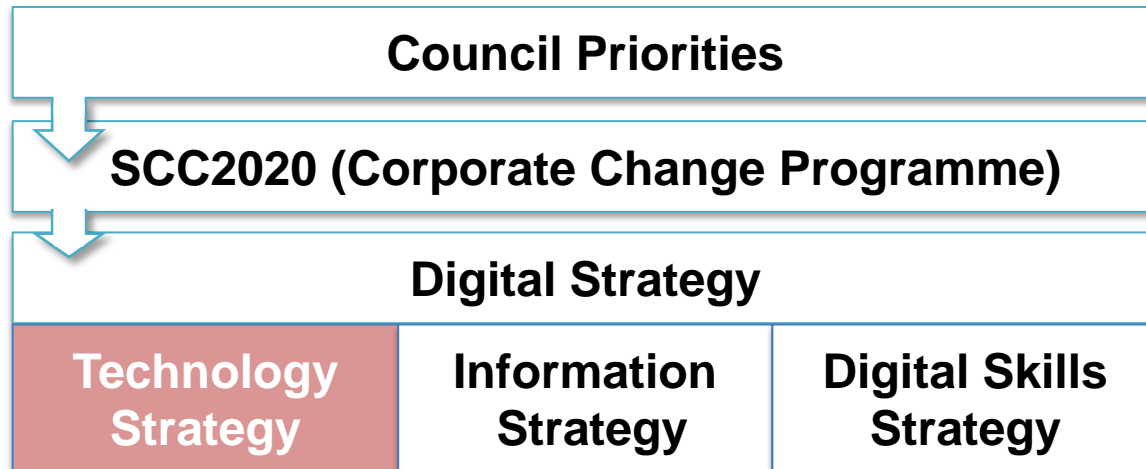
Digital and Technology Strategy

Context



'Technology 2020' is the 'brand name' for our strategy to support the delivery of a digitally-enabled Council through the exploitation of existing and new technology. It is one of three strategies that will collectively make up our Digital Strategy.

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Cabinet approved the Technology 2020 Strategy on 20th June 2018, along with investments to deliver it.



Drivers



- **National drivers:** The changing shape of the UK public sector and wider economy are driving us to change how we deliver our services and work with others and technology is key to this shift.
- **Changing markets:** Technology markets are constantly changing and the Council needs to be fully engaged with the market and understand how to exploit new types of technology and provision and drive cost and delivery value.
- **Increasing scope of change:** The Council is moving into a period of fundamental change which requires modern, flexible technology to support it.
- **Rising staff (and customer) expectations:** Expectations on what good technology looks like are heightened as most people now use technology in their private lives. This includes staff and customers.
- **Staff demands:** Allied to this, council staff need and are asking for the right tools to enable them to be efficient, agile and responsive.

Vision



- We will give all staff and Members the technology, skills and information appropriate to their role, enabling them to focus on doing their job as effectively and efficiently as possible.

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Staff and Members will have the latest (and regularly updated) laptops as part of a refresh programme and access to the latest Microsoft productivity and communication tools so they can work flexibly.

- They will be able to access systems and information from wherever they are within an IT environment that is always connected, available and with effective business continuity built in as standard.
- They will be provided with the skills and confidence to use these tools and the Council will be working towards joining up information and data so this is easier to find, use and share.

Design Principles



These principles are key in ensuring that this strategy can be delivered and achieve the desired outcomes:

- Design for a predictable total cost of ownership
- Re-use, buy then build (as a last resort)
- Rationalise where appropriate
- Open standards and enterprise applications by default
- Cloud by default
- Always be in mainstream support and think about product lifecycle
- Think about data and information
- Build security and resilience
- Deliver business solutions not technical solutions
- Allow no exceptions

Strategic Themes



This strategy is built on seven key strategic themes which will ensure we are covering all the aspects needed to deliver a sustainable technology environment.

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- **Collaboration** – focusing on how we use technology to work with others;
- **Mobility** – using tools to enable us to work in a flexible and agile way;
- **Sustainability** – building a technology environment that is socially, economically and environmentally sustainable;
- **Resilience** – making sure that our technology is designed to provide continuity by default;
- **Optimisation** – ensuring that we make the most of what we have and exploit new investments; and
- **Sourcing** – building a multi-vendor approach that encourages innovation and competition to drive value to us.

Governance



We have implemented governance to ensure that the roll out of the IT Strategy and its further developments are fully owned by the organisation. This cannot just be seen as something owned by IT. It is key that we adopt a **One Council** approach to the development of our technology environment. This will involve two main parts:

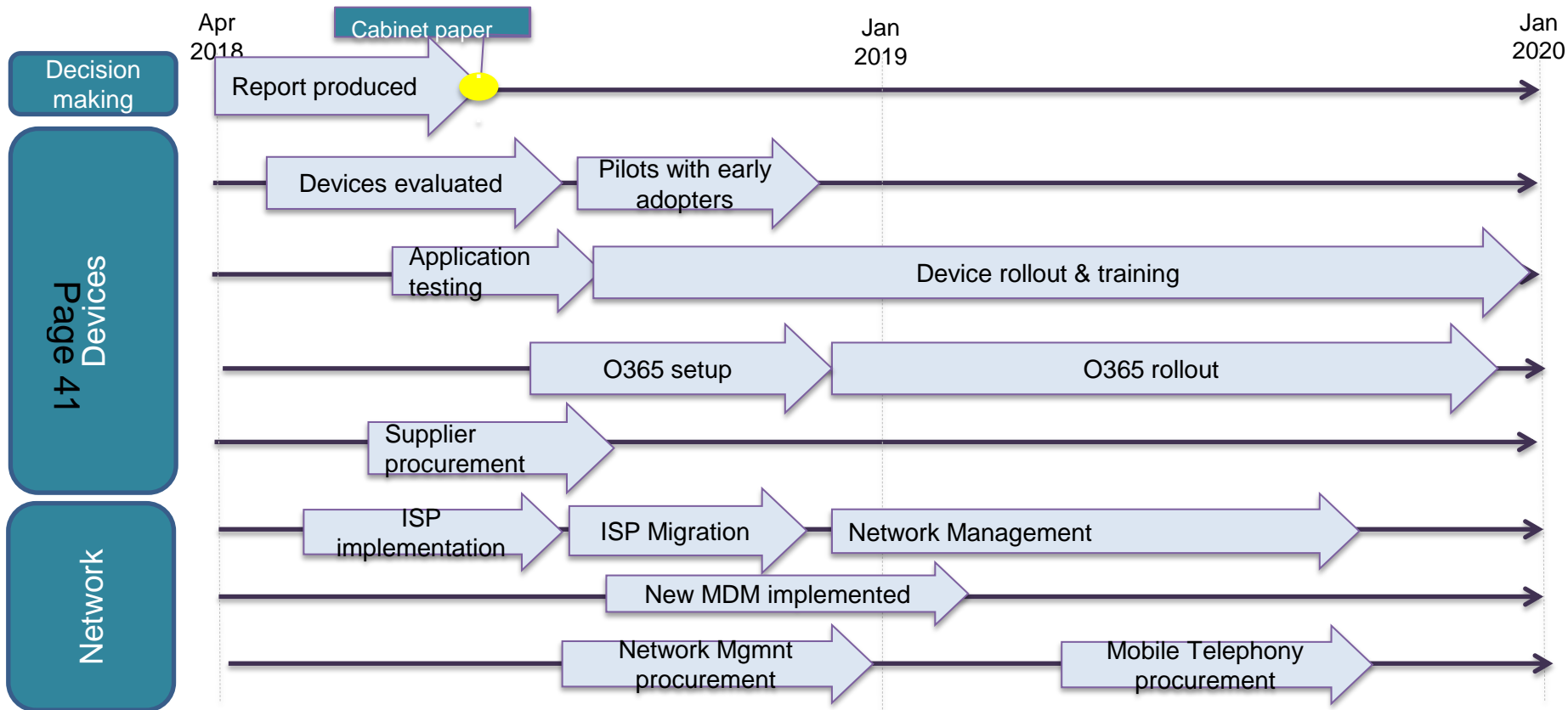
- **Technology 2020 Strategy Board** – corporate board to oversee the strategy and make recommendations and approvals on future direction and investments. This is chaired by the Director of BCIS and has organisational-wide representation; and
- **Technical Design Authority** – this is a more technical board that is crucial in maintaining the integrity of the Council’s technology environment. It is chaired by the Assistant Director of ICT.

Key Projects



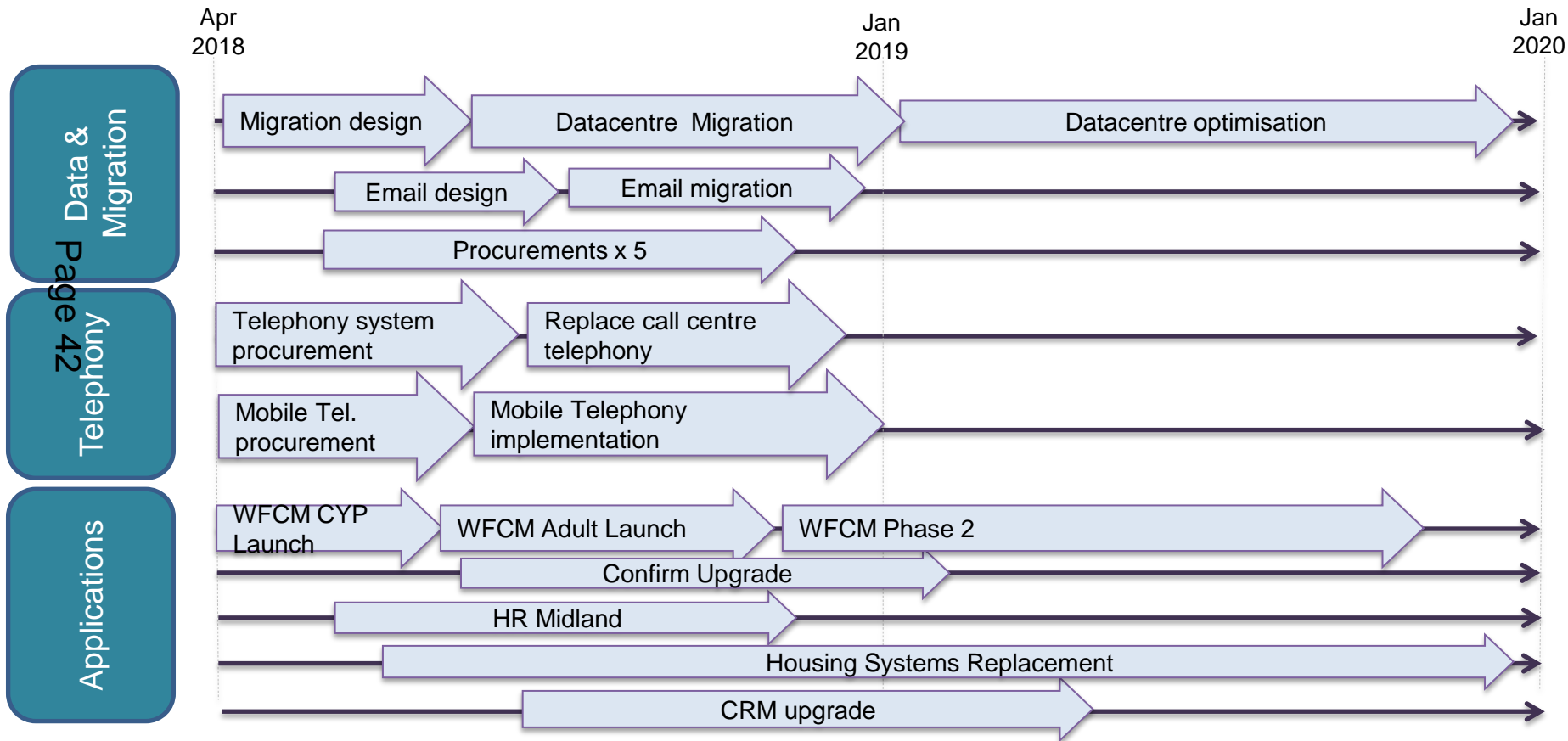
Strategy Theme	Project
Optimising	Datacentre transformation and migration to Microsoft Azure or alternative hosting services.
Optimising	Upgrade Enterprise Agreement to add software assurance to support migration to the Microsoft cloud product set.
Collaboration	SharePoint upgrade and migration to O365
Collaboration and Mobility	Migration from Microsoft Exchange to Microsoft hosted Office365.
Collaboration and Mobility	Replacing existing Avaya telephony platform with Microsoft Skype for Business.
Mobility	End user computing refresh including upgrade from Windows 7 to Windows 10.
Mobility	Replace existing remote access with Microsoft Direct Access.
Collaboration	YHPSN new network and connection to HCN.

Indicative Timeline for Tech 2020



*feasibility to be validated by services as more information known

Indicative Timeline for Tech 2020



Workforce and Organisational Development Strategy

Workforce & OD Strategy Overview



Context and Drivers

Our Workforce and Organisational Development Strategy will;

- Help to deliver the sustained transformation necessary to achieve more flexible, resident and customer focused services
- Ensuring we are able to respond to change, seeking creative solutions, contently challenging and improving current practice
- Ensuring our workforce is able to deliver the best possible outcomes for the communities we serve, with they right skills, knowledge and understand our expectations of them
- It will underpin our values, help determine how we need to behave
- It will be an enabler for cultural change
- Be integrated with our vision, objectives and financial planning arrangements and supports delivery of the Council Plan and our priorities
- It should help us to tell our story

Our Workforce Strategy Vision

Workforce Planning

Support services to proactively plan future resource requirements. Use our values, Employee Value Proposition and behaviours to recruit and retain staff and challenge and address inequality and access

Outcome: Services will have a workforce plan which is flexible and able to anticipate and respond to future workforce and organisational change.

Workforce Development

Ensure employees have the skills to undertake their role now and in the future and that time is invested in their development

Outcome: Our workforce will have the right skills and behaviours to maximise productivity and be accountable for delivery. We will ensure our workforce has the confidence and knowledge to undertake their roles

Our Workforce Strategy Vision

Health and Well-Being

To drive and influence the delivery of wellbeing through proactively supporting employee wellbeing

Outcome: We will be an organisation that supports and manages wellbeing through interventions which are effectively communicated and accessible. Good MI will allow us to target support so that we can achieve the greatest impact.

Organisation Design

Structures are aligned to and can adapt to changing service needs, design principles are embedded and there is an understanding of how structures impact on processes and behaviours

Outcome: We will agree a set of design principles and will ensure compliance with them. Our structures will respond effectively to changes in customer demand and will ensure there is no duplication of activity in order to maximise productivity. We retain talent through career progression and development

Our Workforce Strategy Vision



Employee Engagement

Promote and support effective and active engagement, listen to employee feedback and act upon it

Outcome: We use SCC2020 to tell our story in a clear and cohesive manner and all employees understand their contribution to the organisations outcomes. We will speak to our employees on a regular basis, understanding the importance of feedback to generate improvement and will build culture of compliance to enable effective change.

Pay and Reward

A modern and affordable approach to pay and reward that can adapt to the changing nature of our structures and services, can attract and retain talent and support motivation, engagement and productivity

Outcome: The Council will have a well communicated Employer Value Proposition which attracts and retains talent. We will hold a clear position as an employer of choice within the City with all employees having sustainable standards of living.

Headline Activity Already Underway

The actions in the strategy build on work already underway including;

- Our **Apprenticeship Strategy**, it is linked to workforce planning with a commitment to 134 apprenticeship places each year
- Launched a much simpler approach to **PDR** in response to feedback
- A new approach to **Leadership Development** which will equip first line and middle managers with the skills they need
- New **recruitment website** and new approach to recruitment which focuses on our values, employment proposition and staff benefits
- Launched **Being Healthy at Work Strategy**, along with new mental health interventions including L & D modules (very popular and fully booked for next 12 months)
- Ongoing targeted support for managers to help manage **sickness**, new procedure absence launch with training for managers (600+ attended), new Occupational Health and staff counselling and support,

Success of this strategy depends on everybody being clear about what we need to achieve and how they need to contribute to this.

Building on existing Governance the strategy is delivered through;

- **Strategic Workforce Board** – Responsible for delivery of the strategy and ownership and accountability for all activity that will contribute to outcomes.
KPI's to be developed to monitor progress
- **Portfolio Workforce Boards** – Responsible for the delivery of all activity which will contribute to Portfolio objectives and for implementing activity within Portfolio activity agreed by the Strategic Workforce Board
- **Role of Managers and Staff** – it is important that managers and staff understand what our expectations of them are and that they have the skills and capability to deliver this.