



# Embedding UC One Service Culture Change

**Sponsor:** JP Marks

**Author:** [REDACTED] / [REDACTED]

**Board:** UC Programme Board

**Date:** 20 July 2017

For Information

UCPB200717 - Paper 6

OFFICIAL SENSITIVE

UC

## **Objective**

- Cultural transformation and behavioural shift to support operational delivery
- As per Infrastructure & Projects Authority previous reviews, explaining our approach to transform Operations to successfully deliver UC
- This paper provides an update on embedding a UC One Service culture across Operations

## **Context**

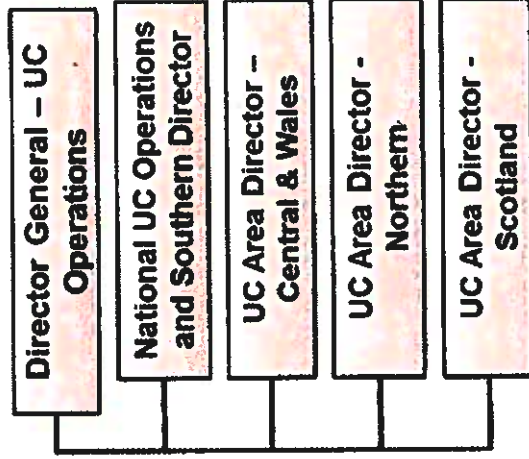
- Operations and the UC Programme have been on a journey towards UC for some time, with a number of change initiatives paving the way
- As we move to scale the service, our focus on the cultural enablers which will support exceptional service delivery to our customers is greater than ever

# Enablers of culture change



# 1) Collaborative ways of working and shared values

- The new UC Operations structure enables clear, end-to-end, senior leadership accountability for the customer journey and performance within each area

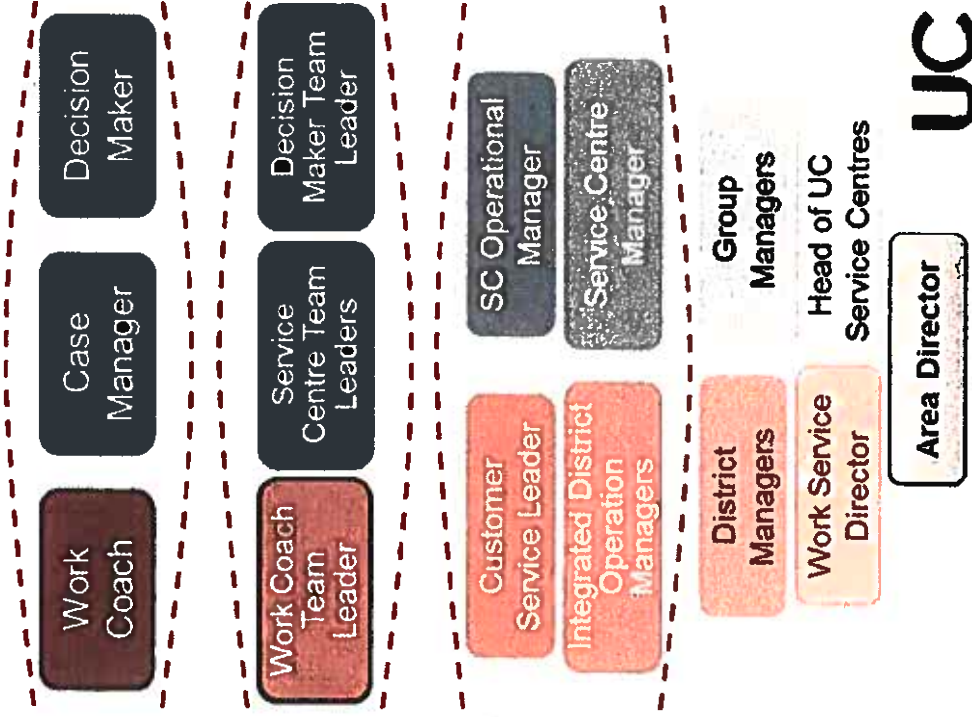


- The UC One Service Project is designing and delivering the interim and long-term senior leadership structures; **establishing single lines of accountability across Jobcentres and Service Centres to drive a one service approach** and ethos that enables end-to-end leadership empowerment and accountability for the customer journey

- Reinforcing the link between work and benefit at every stage of the customer journey
- Developing an optimal once & done culture, with integrated case management
- Meeting customer needs at the point of contact, wherever we can
- Not letting go of vulnerable customers, public service at our best

## 2) Collaborative ways of working and shared values

- The right relationships and ways of working are key to delivering the 'One Service' approach
- Series of 'ways of working' workshops throughout Summer 2017
- **Focusing on what a good experience of working in 'UC One Service' would look and feel like for colleagues, for our customers and for our partners**
- Best practise from these workshops will be shared to help embed One Service ways of working so that, for example, Work Coaches and Case Managers are in regular contact, working together and involving the right people to progress the claimant's journey

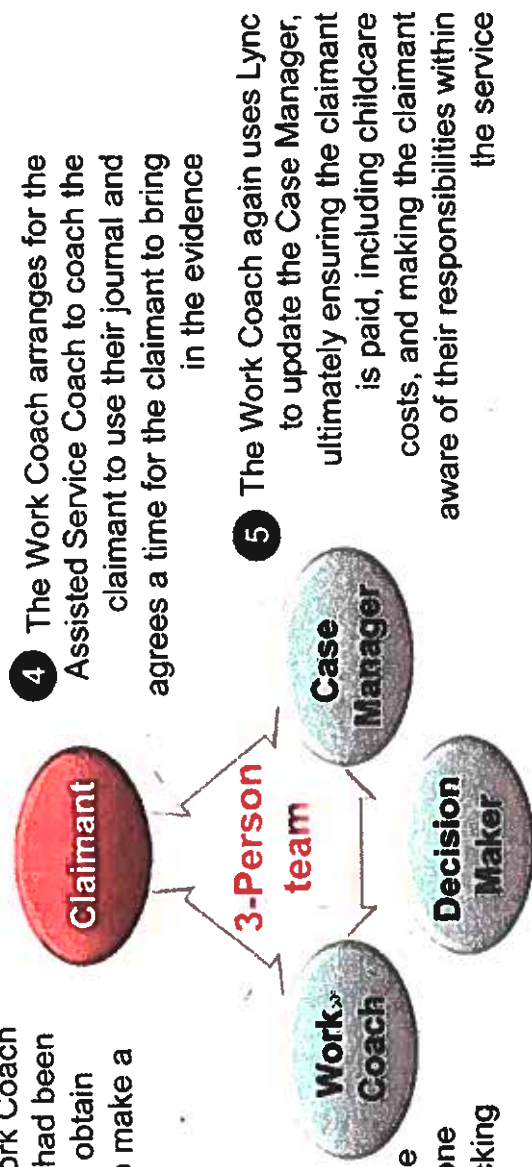


### 3) Collaborative ways of working and shared values

- **Case Management** is a critical enabler of One Service transformation
- It also encourages external collaboration, working with landlords and other external stakeholders to engender the once and done approach

#### Case Management in Practice

- 1 Ahead of an intervention the Work Coach notices that the Case Manager had been trying to contact the claimant to obtain receipts for childcare in order to make a payment to the claimant
- 2 The Work Coach uses Lync to confirm with the Case Manager exactly what is needed
- 3 During the intervention the Work Coach establishes that the claimant had changed their phone number and isn't regularly checking their journal



- 4 The Work Coach arranges for the Assisted Service Coach to coach the claimant to use their journal and agrees a time for the claimant to bring in the evidence
- 5 The Work Coach again uses Lync to update the Case Manager, ultimately ensuring the claimant is paid, including childcare costs, and making the claimant aware of their responsibilities within the service

# Leadership and empowerment – quality outcomes over process

## Transformational Leadership

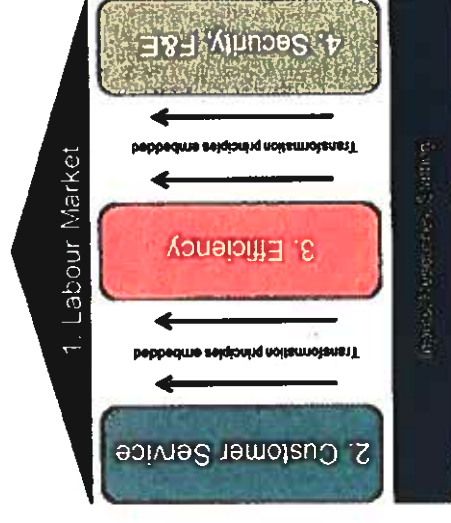
- The UC Leadership Academy is aimed at leaders of all grades
- The skills required to lead a constantly evolving, dynamic service that (for the first time) provides end to end accountability for the customer experience are very different to the expectations we have formerly had of our leadership community; the Leadership Academy programme recognises the challenges and opportunities that UCFS creates for our leaders



# Leadership and empowerment – quality outcomes over process

## Quality outcomes

- The **Performance Management Framework (PMF)** sets out the key performance measures required to understand the effectiveness of UCFS end to end delivery
- A set of key **Performance Benchmarks** were launched from November 2016 covering key elements of the **First Assessment Period**, subsequent AP's and **Payment Timeliness**
- Importantly, these are **not targets** – they are designed to help assess what good looks like and to inform any performance indicators we may use to drive continuous improvement. Development of those indicators is underway



## Transforming Behaviours

- The leadership academy encourages the cultural shift needed to support an organisation that **values quality of delivery over chasing numbers**
- **New Quality Framework** – observations and coaching to consolidate and assure ongoing skills & behaviours
- **Network of Service Innovation Leads:**
  - As the first line of product support; and
  - As a on-site coach, supporting teams with the evolving nature of the service



# How will we know if we've succeeded – conclusion

- Developing evaluation that will measure achievement against agreed Critical Success Factors:

Agreed effective senior leadership organisational structures that align with and support the UC Operating Model organisation structures to enable effective and safe delivery of UC at scale

Clear lines of accountability within UC operations, from Director General to at least Grade 6, and across Operational Control Centre, Operations Planning & Performance and Operational Excellence Division

"Once and done" approach fully embedded resulting in greater efficiency, fewer handoffs and improved quality and customer experience across the end-to-end journey

UC One Service fully embedded across UC operations with regular communications happening, at all levels, so that our people understand where they are, where they are going and what it means for them

Collaborative and co-ordinated (One Service) ways of working are at the centre of UC operations service delivery, giving our people a common understanding and agreement of what matters so that work and payment successes are celebrated equally

- This will assess how the organisation, managers and colleagues are moving towards One Service, identify the barriers and understand the impact on customer experience, including Local Authorities, employers and delivery partners

- Evaluation will be delivered through a number of approaches including



