

REDESIGNING A COMMUNITY'S LEARNING EXPERIENCE

How SAP SuccessFactors is supporting the
vision of a new learning culture for
Surrey County Council



SURREY
COUNTY COUNCIL

Informed by conversations with residents, communities and partners across the country, Surrey County Council (SCC) have created a shared Community Vision for Surrey in 2030. Like many local authorities across the United Kingdom, the council is under increasing pressure from rising demand for services and support, continued financial restraints and the need to comply with government policy changes and new regulations. To deliver the vision with the resources available it was clear they needed to transform the organisation and its culture.

One area of focus is making better use of technology: Improving online self-serve options so people can access and use services at times and places that suit them. Delivering more with less, meant finding new ways to work smarter.

Learning & Development have a major role to play in contributing to the Council's successful delivery of the community vision. Within this context Sandie Hamilton, Surrey County Council's L&D Manager sponsored an initiative that would drive a new learning culture. They wanted to encourage learning as a priority and create personalised learning experiences. The aim was to ensure an optimum learning offering for the resources available and a robust platform that could grow and be accessed in the future to include new partners and third parties.

NOT FIT FOR PURPOSE



Up until recently, SCC were using an outdated on-premise LSO platform that was no longer supported by SAP, making it impossible to introduce any changes. The system relied heavily on an office admin team to keep it running and provided a poor external customer experience. Neither did it allow for card payments to be made, making a commercial offering difficult.

With classroom utilisation rates below 65% in some directorates, better utilisation of resources was critical. Any data that was pulled off the system required extensive use of spreadsheets and effort. This meant decisions about where and when to offer courses were made without basis of evidence. In addition, tracking regulatory training in areas with high levels of compliance such as social care was a huge manual activity and exposed the Council to the risk of not being able to demonstrate if they were meeting requirements.

Ultimately, the system was geared at pushing courses out to people rather than pulling them in for a positive and engaging learning experience. It was hardly aligned to supporting the new vision.

A PARTNERSHIP APPROACH



Surrey County Council are founding partners of **Orbis**, a shared services partnership between Brighton and Hove City Council, East Sussex County Council, and Surrey County Council.

The partnership started as a procurement sharing arrangement between East Sussex and Surrey County Councils in 2012. Orbis was formalised under an Inter-Authority Agreement in April 2015, with Brighton and Hove City Council becoming the third founding partner in May 2017.

Being part of this shared services partnership meant that we looked at jointly procuring any new systems and products in order to ensure it would benefit all parties.

On this occasion, all three founding members had different Learning Management Systems in use and having modified them to meet their own internal needs and processes, it was difficult for all three partners to join together on one of the current systems in use.

“ What we all needed was a commercially viable and seamless external and internal platform.

A SCALABLE SOLUTION

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We wanted a new cloud-based LMS that would help us become more involved in the community. It had to be intuitive so we could get familiar with it quickly, pull off data, and make changes and upgrades.

With the Surrey LMS no longer fit for purpose, Sandie made the business case to invest in a new platform without the other two Orbis partners. The decision was made to implement a new system with TalenTeam - an experienced SAP technology partner. The project would however be scoped to include the requirements and needs of all the Orbis partners, and the contractual agreements put in place so that they could choose to join at a later date.

The L&D team led by Sandie set out to implement **“a versatile, scalable and responsive system that organises all learning and development interventions in one location with unlimited access and e-commerce capability to assist with classroom management, cost reduction and compliance monitoring.”**

They also were determined that the solution would be sustainable going forward. The team made a conscious decision to embrace the full functionality of SAP SuccessFactors, modifying their internal processes instead to get more out of the system. To do so, they would implement an off-the-shelf ‘vanilla’ solution rather than customise it beyond recognition and making it problematic to maintain.

RESPONSIVE IMPLEMENTATION

In a project of this scale and impact, Sandie is convinced you need to work with a technology partner with both knowledge and experience; they also have to be highly responsive outside of scheduled calls and meetings.

A project like this is a learning journey in itself and the L&D team were able to benefit from TalenTeam’s intense – but useful, training sessions. Sandie would like to think that given that the uniqueness of their needs in how they plan to use SAP SuccessFactors, working with Surrey has provided their tech partner with some new learning experiences to use going forward with new clients too!

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The consultants were excellent and extremely knowledgeable about the software, evident in how they explained the functionality to us and addressed the challenges as they arose. We also had a dedicated project manager who kept us on the straight and narrow - and on time. At all times, the implementation team put us at ease and listened to our needs and challenges. We asked lots of ‘what if?’ and ‘can it do?’ questions and the team very clearly responded what it could or could not do. If there were any ‘fuzzy’ areas, they quickly gave us the clarity we needed.

CLOUD BENEFITS

Implementing SuccessFactors in this project involved moving from an on-premise system to the cloud. This has clear advantages as the team no longer have to rely on in-house experts to solve problems or find solutions.

“ We now have a huge community we can access to get advice and support on best practices. What's more, we host our e-Learning within the cloud enabling us to integrate with other software-as-a-service type organisations. It now creates a seamless user-experience. That wasn't the case before. Previously, externals did not have access to the on-premise system. They had to download and complete a Word format application form and email it as an attachment. There was no live booking service for customers. Now they can login on a Sunday evening and book a course immediately. We have improved the customer experience. In a world where everything is at your fingertips and done within seconds - that's what you want.

MEET OLIVE



In promoting the new LMS, the team went out to the wider organisation to explain the benefits of the new system and asked for suggestions for names. They wanted to create a platform that would have its own identity and personality. In the end, the winning name was OLIVE – which stands for Organisational Learning in Virtual Environments. Clive came a close second with “C” for collaborative! Olive now has her own visual identity and promotes her multiple features and functionalities at roadshows that Sulman and the

wider L&D team deliver across the organisation. Sulman has noticed how these roadshows have changed since they began. He now spends less time giving demos and more time engaging and interacting with people who have logged in and want to know what they can do with the system.

Olive does much more than manage classroom bookings. The platform promotes and provides online learning which consolidates the council's blended learning offering. Sandie is particularly pleased about the e-Learning resource library. The system also allows people to upload information about external learning or conferences they have attended so that they can keep track for CPD purposes and even store or print certificates.

“ It means people can login and download an e-Learning module to read on their commute to work and then track it in their learning history. It's this level of capability that will transform L&D from being an implementer that pushes out learning, to becoming a curator that pulls people in because they are interested and curious to learn and access what is available.



SPARKING A CHANGE

From an L&D perspective, Sandie wants people to see the change and how Surrey is embracing technology and allowing them to learn in different ways. She also believes Olive will help them reduce their reliance on back office staff:

“We hope the impact from the end-user is that the system is so intuitive it reduces the number of phone calls to helpdesk. In the past the highest number of calls were requests to reset passwords! We tended to hear from people only when there was a problem. Now we hope to hear from them making suggestions on learning topics we could share on Olive. It is driving a change in the customer relationship.”

She is confident that once they start to release all the functionality, people will see how important they are in contributing to the upskilling and knowledge - sharing of the organisation.

“We want it to have a very different feel. We want people to know it’s not about placing an order – making a transaction - but something they are a part of. It’s a two-way process.”

Olive is also changing the nature of the relationships between managers and their teams. Managers can now recommend a course meaning they are becoming more involved in their team’s development. Course participants can now provide feedback and rate a course, providing the organisation with valuable data about where to invest and create new programmes. Another result has been to motivate the learning delivery team who can now see their work being rated and valued.



“ It’s starting to have an impact on the learning culture and that is what is so exciting!

REDUCING RISK

Critically, Olive will ensure L&D delivers their goal of reducing risk of non-compliance with statutory regulation. When dealing with adult social care they need to meet Care Quality Commission (CQC) regulations such as the safeguarding of adults, for example. The Council are now able to ensure care managers and their teams have timely access to the right training and track regulatory compliance more effectively. This means they will have data they can trust to present at regulatory inspections.



WORKING SMARTER

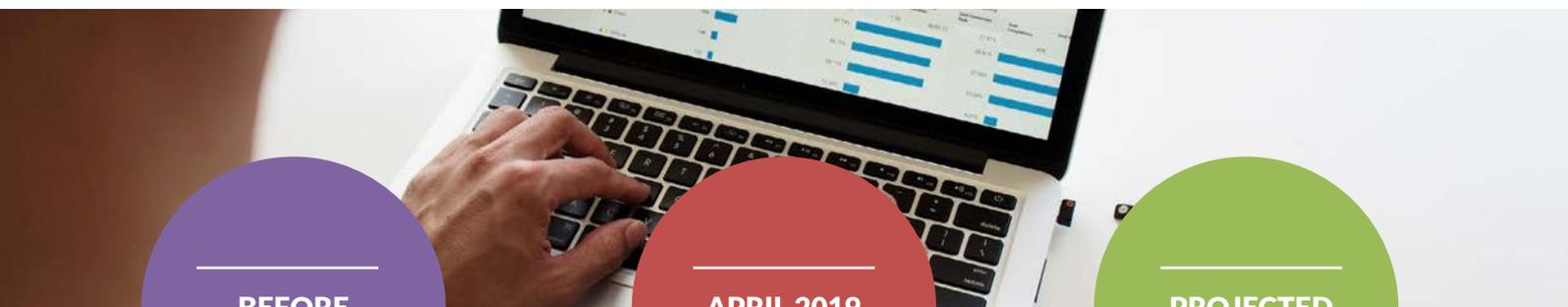


In the past, data was limited. It required a huge amount of manual intervention to analyse and extract useful insights. Now “what goes in, comes out in readily available analytics”. For example, says Sulman:

“If there are 15 people who want a course in a particular town we can see where the demand is. We now have customer insights we can use to make our offer better and drive up the numbers on the course. We’ve never been in this position before. Now the system is being smart for us.”

Both he and Sandie are aware of the huge potential of the SuccessFactors reporting functionality, which will enable them to utilise resources more effectively and drive a more effective offering.

A PROMISING FUTURE



BEFORE

APRIL 2019

PROJECTED

7,000 - 9,000 visits
to the platform
each month

14,000 visits
1,000 visits on one
Single Day

20,000+ visits
If the app roll-out increases
from 1% to just 10%, 1000 a
day could become the norm.

Olive launched on 1st April 2019 and has already experienced a two-fold increase in visits to the platform compared to the old system. Typically, the LMS would get 7,000-9,000 visits a month. Following the launch – and despite the Easter break - there were 14,000 visits to Olive. In a single day traffic spiked to 1,000 visits. Sulman has requested that the platform be available on personal devices and not just on the Council’s work phone as he knows that the learning experience is far superior on a tablet for example. When that happens the current 1% of app users is predicted to soar and the platform could easily exceed 20,000 visits per month.

“When it comes to Olive”, he says, “the sky is the limit”.

AN AMBITIOUS INITIATIVE



Surrey County Council and partner agencies launched the Surrey Children's Services Academy (SCSA) on 17th January 2019 to train and support staff who work with children. The academy is key to the County Council's drive

to transform children's services and ensure that children and families are supported in the right way, as early as possible, to prevent problems escalating. It will support agencies across the county to work together to offer children and families the best possible help and care. The ambitious initiative is among the first of its kind in the country. It will be open to social workers and to the entire local children's workforce including staff in health services, the police, schools, early year's providers and voluntary groups.

Olive - the new LMS will be fundamental to the academy's success. Organised into a number of university style "faculties", training will be a mix of classroom-based courses, workshops and e-Learning all located on Olive. It will build on and replace the successful academy the council already runs to support new social workers. The new academy will also develop staff at all levels throughout their careers - including those in partner agencies working with children and families.



NEXT STEPS

Over the next 6-12 months, the team will be rolling out new LMS features and making people aware of the offering. Once the functionality is in place for card payments it will open the doors for new partners and local authorities with whom they can create co-commissions that are viable and cost-effective.

There is still much to do: training histories are still being migrated to the new system and there is a plan to introduce new curricula for regulatory training. The team are looking forward to exploring the system's full reporting potential - particularly with regards to smart analytics.

Sandie and Sulman look back at the project implementation as a pleasurable experience. **"Of course,"** says Sandie, **"there were hiccups and challenges along the way but completing the integration in the timeframe we did, was fantastic."** As an internal L&D team the real work has just begun as they continue to customise the system and promote Olive across the organisation and our partners and maximize her functionality.

For now, the team are confident that cloud-based SuccessFactors - or Olive - is helping them achieve the goals they set when they embarked on the project. More importantly, they are excited about the shift in learning culture and of the huge potential this project has in helping Surrey County Council deliver the community vision.



If you have complex requirements for your learning platform and want to know how SAP SuccessFactors can be used to meet your needs, talk to us.



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