Annex 1: Agile Programme

Enabling our workforce to work in and agile way is important to the Council's transformation, allowing us to rise to ongoing challenges in a more effective and efficient manner, optimising our resources. The Agile Programme will be putting in place the enabling capabilities to support the vision for a highly agile workforce.

Current Scope

The programme is working to deliver:

1. An enhanced IT infrastructure to support a greater proportion of mobile staff, allowing them to work and provide services in more locations and enable SCC to maximise the use and productivity of its workspaces.
2. Conferencing technology at SCC offices to enhance remote collaboration, a reduced need to travel and support for modern space design in SCC workspaces.
3. Extending mobile devices to create an increasingly mobile and flexible workforce to build more resilient, agile and digital services.
4. A transition to Unified Communications with software telephony, supporting services not previously able to work virtually. Creating opportunities for enhanced digital services, increased recruitment opportunities and workspace needs.
5. A tailored mobile working offer for community-based workers to support them to provide their services in a more digital, efficient way.
6. A new personalised intranet and digital staff workspaces re-design to give a strong foundation for virtual, collaborative and digital ways of working that will support the organisation's structures and working practices to be agile and for staff to better promote their skills and work.
7. Training and new mechanisms to develop digital skills for staff and support them to maximise their use of key digital workplace tools.
8. Recommend and develop digital solutions to streamline the user experience around work admin to free up staff time for other, more valuable work and provide insight to the organisation on its use of resources (incl. booking and accessing resources, leave, expenses).
9. A digital post-room and extended hybrid mail capability and, where needed, undertaking digitisation of related records and processes to support staff to work remotely, optimise the use and cost of post and paper and provide more flexibility in the use of buildings.
10. New ways to communicate and engage staff by using our collaboration technologies, modelling their use as part of the delivery of the programme to understand needs and receive input; encourage peer to peer support to embrace new tools and practices; and to communicate changes and promote the benefits of our new technologies.

Benefits

The deliverables from the programme are expected to support a range of changes to culture, work activity, travel, and how we use our resources such as paper and properties.

The types of benefits we expect to see over time are listed below:

- Reduce travel
  - % decrease in travel expenses
- Improved staff wellbeing, morale, and inclusion
  - % decrease in commuting time
- Change of use in property
  - % utilisation of flexible spaces (quantitative)
  - Reduction of properties needed due to higher utilisation (quantitative)
  - No of workspaces redesigned as agile, without fixed workstations (quantitative)
- Increased staff productivity
  - Increased regular access of corporate systems and information e.g. e-learning, intranet (quantitative/qualitative)
  - A shift in 'business hours' (quantitative/qualitative) Staff and Manager report being able to do a wider range of tasks or do them differently e.g. on site (qualitative)
- Collaborating with more impact
  - Able to work with a wider range of people (qualitative) Better access to collaborative systems (quantitative/qualitative)
- Reduce use of paper
  - % reduction of printing (qualitative)
  - % reduction of cost and volume of post
- Improved staff wellbeing, morale and inclusion
  - % decrease in commuting time
  - % improved sense of professionalism (qualitative)

The impact of the programme to-date

We deployed SD-WAN (software defined wide area network) technology into our major buildings, localised distribution services for Microsoft patches and updates to mitigate performance bottlenecks and uptime on our existing networks.

Our new SCC HQ building, Woodhatch Place (Reigate) opened in January 2021 and is designed to be our agile working test bed with high spec network switches, future-proof category 6 cabling, monitors with ethernet hubs to reduce cabling and ubiquitous Wi-Fi. Every meeting room in the building will be equipped for hybrid meetings, with the installation of 20 Logitech-based Teams Rooms setups and 23 Microsoft Surface Hubs. The solutions Audio/Visual solutions are 'portable' and can easily flex their location based on demand.

We expanded our Wi-Fi offer to staff, partners and the public in our buildings. Our public Wi-Fi solution, previously only available in our Surrey libraries, is now standard across our priority buildings. We replaced our password protected guest Wi-Fi with Gov Wi-Fi to provide seamless, secure connection for our partners in the public sector through a one-off registration process. We adapted our specifications and deployment for Woodhatch Place to allow our Wi-Fi to be used by the COVID 19 vaccination centre that is based there. We are currently looking at our card access management systems to identify how better to unify that offer across our 14 maintained office buildings in the county.

We have deployed 5,700+ laptops and hybrid devices since January 2020 with always-on VPN (AOVPN). During the first COVID lockdown in Spring 2020, we pivoted quickly, adopting a COVID-safe deployment process and rolled out an additional unplanned 700 devices as part of our COVID response to staff. During this time, we asked our supplier to provide 100 laptops from our stock to colleagues in Barking and Dagenham Council to help their staff react to the lockdown.

A total of 1,368 hybrid devices have been deployed to our community-based staff in adults' and children's services. Its 4G, tablet touchscreen and stylus features have allowed this staff group to do work in situ, in a way that they were unable to do before. They are now able to work anywhere between visits without having to return to the office, while also reducing their use of paper, printing & scanning, and annotating photos – all increasing staff productivity. The ability to immediately order equipment on site and take electronic signatures while with clients has sped up processes, improving client experience.

The table below shows how customer experience has changed with the hybrid device deployment from their own words.

Role/ Place	In the past	Now
Senior Social Care Assistant Frimley Park Hospital	When talking to clients I used to draw the hospital curtain for privacy & possibly speak loudly if they were hearing impaired and no hearing aids/devices to support communication. This limited confidentially & did not promote best outcomes for patients.	I am now able to write onto the device to communicate with hearing/sight impaired clients this promotes client confidentiality. Being able to write/type on the hybrid and enlarge the text is very useful.
Occupational Therapist Surrey	I used to take pictures of equipment on my work mobile phone and email it to myself. I would draw on paper of what needs to be changed e.g., placement of handrails. I would then open the picture in a Word document when back at the office and draw placement of	I am now able to take photos and draw measurements on photos when out in client's house saving time drawing diagrams and can send the pictures straight to Millbrook for ordering. I find the pen useful for drawing directly

	handrails in Word. I would then write measurements etc in a text box and upload the word document to Millbrook with the order.	onto pictures that I have taken for equipment.
Social Worker Transition Team	I used to print off forms prior to going on a visit that needed signing. I would hand write these on the visit and then ask admin to scan these in and once this was done, I would then associate into Wisdom. In the event that I forgot the forms I would have to complete these in the office and then send out the paper forms to be signed and then returned, which would often take a long time to receive back, and I may have to post out multiple times because the client or carer had misplaced or thrown these away.	It is really useful having the stylus pen, now I am able to obtain signatures directly onto forms when out in the community and I can now process the form directly into Wisdom which removes the need for admin staff to process back in the office. I now have remote access; this means I can look up information when out on visits/meetings with my clients. The 4G sim card has been really beneficial.

In advance of a planned implementation of a new a mobile data management system we surveyed staff to measure demand for bring your own/add your own device and we are due to promote the new policy and guides shortly. We expect demand and use will grow with the increase in use of our O365 applications (e.g. Microsoft Teams), the launch our new ERP solution that is being delivered by a separate programme, and as our staff become more mobile once COVID 19 restrictions are lifted.

As part of a review of our telephony offer and the development of a new omni-channel strategy we are reviewing the use of landlines and exploring the expansion of smartphones and software phones to so that we see coverage of circa 7,800 of our staff and the impact it could have on our services.

Our deployment of Microsoft Teams coincided with the Spring 2020 COVID lockdown and as a result we undertook the training through virtual classrooms, hosted by remote dedicated trainers using Teams as the channel. Training was available to all users, and sessions were mixed in terms of services and job roles to allow cross-pollination of feedback and ideas. To date we have delivered 10 different online modules across Teams and O365 tools and have had circa 4,300 training attendances. In the last 30 days we have reached 8,891 total active users on Teams, circa 92% of our staff.

Building digital skills in the staff base is a key workstream in this programme and although it has started in Teams, we have recognised the need to evolve ongoing solutions. We are now using new approaches on virtual, on site and peer to peer

learning and expanding the activity of existing teams within our IT and property-based facilities services.

We have used Teams and other technologies we are developing to engage staff further in the programme to model the broader culture change we are enabling. We videoed staff talking to colleagues about the benefits of hybrids to promote their use. We created virtual work hubs around our projects, change champions, and key issues (e.g. coronavirus) on our collaborative platforms to interact with staff in a more immediate way. Leaders created blogs and hosted live events taking questions from staff around our transformation and responding to COVID. Our umbrella programme (Agile Organisation Programme) undertook extensive workshops to collect requirements and reflections on the practical and cultural changes needed going forward.

We are now focussed on expanding, curating and developing our digital workspaces. Our intranet is being redesigned to become a personalised home page for our staff with dynamic feeds that push relevant content while still promoting corporate news and information. This 'single view of work' will help reduce information noise and create a single pane of glass to the digital workplace. Our collaborative workspaces will increasingly become central to how we do our work and encourage 'working out loud', redefining how we organise our information and share knowledge.

Currently, we are procuring a new mobile working platform for staff working out in the community. This will create another type of 'single view of work' for those staff allowing for real time staff rostering; making it easier to access and input information in situ; enabling staff to keep in contact with each other; and facilitating their work and route planning. This should dramatically reduce the need for rework and increase capacity and efficiency of our staff while reducing the environmental, time and cost impacts of travel.

We expect the mobile working platform will also help a broader endeavour to reduce our use and storage of paper. Our research with staff has shown what an anchor paper, paper-based processes and physical records can be, tethering staff to locations and limiting the improvement of work practices. We are currently looking to procure an expansion of our use of hybrid mail to ad-hoc outgoing mail and a digital post room. And we are working towards a greener future by defining a longer-term approach for the digitisation of our records as customer portals capabilities are developed over time in the Council's Digital Programme.

This page is intentionally left blank