

Transition takes more than Tech



Zoom, the video meeting software company, saw its share price peak extraordinarily in March as we all moved into lock down and sought new ways to work.

Whether using Zoom or Microsoft Teams, we have all become more familiar with communicating via a screen rather than face to face, both with our colleagues and our customers.

There is no doubt that traditional ways of working are being challenged and employees and customers will continue to demand more in this digital age - even when the lockdown eases.

Agile working offers significant socio-economic and environmental benefits. However, remote working as an expedient measure is a world away from the challenge of leading and managing an organisation where a significant number of staff are operating remotely over the long term. The potential may be enormous but so too are the risks, to both the organisation and the individual.

Technology has enabled the communication but has exacerbated the risks associated in maintaining corporate culture, monitoring performance, data protection, accountability, security and not least the stress for individuals of lone working. Combine that with maintaining the customer facing culture that registered providers are renowned for, dealing with a mixed and sometimes vulnerable customer base, and the focus becomes business transformation supported by technology rather than led by it.

ARK has designed its "TOPs" programme to help clients take a structured, multi-dimensional review of Technology, Organisation and People to deliver a robust transition plan for your organisation.

Delivered by experts from the social housing arena who specialise in transition management, they understand the challenges faced by landlord organisations in delivering customer responsive and value for money services.



Jerry Gilbert



Helen Scurr



Ian Lever



Qadeer Kiani

Whether you need the full TOPs programme or help with specific aspects, ARK will support you by providing expert resources to work with you to fully consider the issues associated with agile working whilst allowing your staff to maintain customer service.

We have included below some of the issues/questions that we will help you address as part of the TOPs programme to avoid the pitfalls and enable you to take full advantage of the opportunity that agile working presents, in both increased efficiency and the achievement of significant cost savings.

To find out more about our TOPs programme, please contact us:



ark@arkconsultancy.co.uk



0121 515 3831

T

Technology

There are lots of options out there for communicating, but it makes no difference if the technology is not reliable, poses risks or the adoption is not properly managed.

- What are the optimum hardware and software requirements for remote working?
- How to ensure information and data security regarding access and compliance?
- Underpinning Cloud services providing secure access from anywhere at anytime
- How do you address the vulnerabilities associated with cyber-crime?
- How do you ensure training of staff around phishing, fake invoices and other attack vectors?
- How do you monitor to ensure effective working without breaching personal liberties whilst protecting staff?
- How do you encrypt laptops to ensure they are only accessible by authorised personnel?
- Can your traditional desk-based telephony platform provide functionality that can be invoked at a moment's notice?
- Are your systems fully integrated and easily accessible from remote locations?
- How do you harness the power of social media ensuring that the business reputation is not damaged?
- How will technology support you becoming a proactive provider of services driving early intervention?
- At what stage does automation (AI and IoT) augment the customer service?

O

rganisation & Processes

How do you ensure that the culture of the organisation remains strong and intact when a large part of your culture centered around collaboration and social interaction? How do you ensure processes are appropriate and properly applied?

- What does leadership in a virtual organisation look like?
- How do you ensure corporate culture is sustained?
- Do you phase the transition and if so, how do you prioritise functions?
- How much are you going to invest in funding home working e.g. separate broadband lines, desks, laptops etc.
- Have you taken full advantage of the opportunity remote working offers to improve procedures/working practices?
- How do you maintain an appropriate level of communication, with a mix of remote and non-remote resources?
- How do you ensure all the policies and procedures are being properly applied?
- How do you effectively record activities, so they are accessible and auditable?
- How do you roll out new practices?
- How do you ensure you are meeting all your statutory obligations e.g. H&S, Safeguarding GDPR?
- How do you optimise the Head office facilities for a transitory workforce?
- What is the impact on other stakeholders, particularly residents?
- How do you manage transition whilst maintaining a quality service to potentially disadvantaged or vulnerable customers?
- How will you support residents who do not have access to smart phones or the internet?
- What does excellence, with agile working look like in your organisation and how will you measure it??

P

eople

Prolonged social isolation, as with solitary confinement in prisons, impacts on learning, memory, and spatial awareness. Loneliness has been shown to have an adverse impact on stress and even life expectancy. Social interaction is critically important to our mental and physical health and wellbeing.

- How do you manage recruitment and retention for remote staff?
- How do you manage and support the health & wellbeing of all office based and remote staff?
- How do you ensure that your people are resilient to change and can cope under pressure?
- What processes have you in place for managing stress?
- How do you handle training / onboarding process?
- Are all your People policies and procedures appropriate for home working?
- What do you put in place to motivate those staff working remotely?
- How can you coach and mentor your people from a distance?
- How will you build social interaction into the new ways of working?
- How will flexible remote working patterns provide customers with an improved and extended service?
- How do managers effectively performance manage staff working remotely?