

# Get well soon HEALING A DIGITAL BUSINESS

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## WHO WE ARE

- Rik
  - 1 year in Flutter
  - 5 years in Sky Betting and Gaming
- Beth
  - 4 years in Sky Betting and Gaming
  - 12 years at NHS Digital



# WHAT WE ARE GOING TO TALK ABOUT TODAY

- Our business
- Our Covid journey
  - Responding
  - Isolating
  - Monitoring
  - Recovering



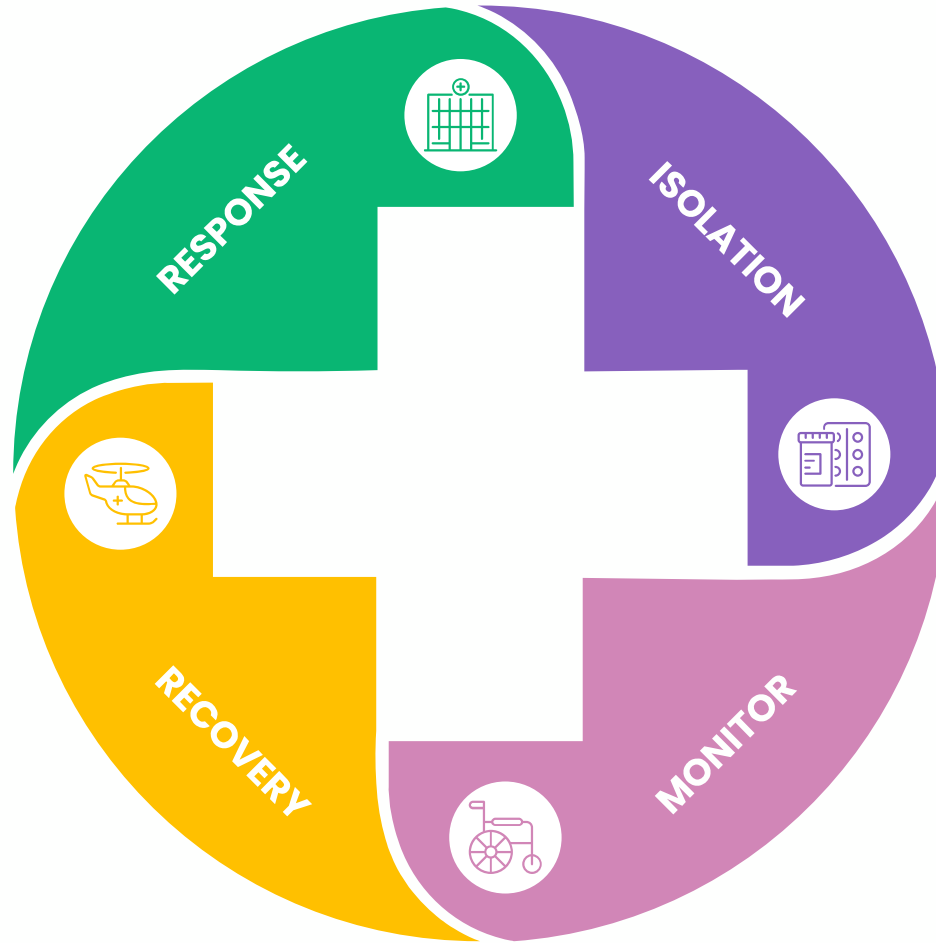
# WHAT WE ARE

- Our business

- The heartbeat of our organisation and the pulse is all around major events
- Tech is built and designed to respond to those initiatives - teams swarm to meet problems
- Our culture was based around co-location; 1000 people solving problems and building out platforms for 3+ million customers in the heart of Leeds
- Our tech teams move as fast as our sporting events. We're approaching 1000 releases a week across all platforms
- Ever-changing – including ownership!

# THE DIGITAL HEALING LIFECYCLE

**1. RESPONSE**  
Kicking into action

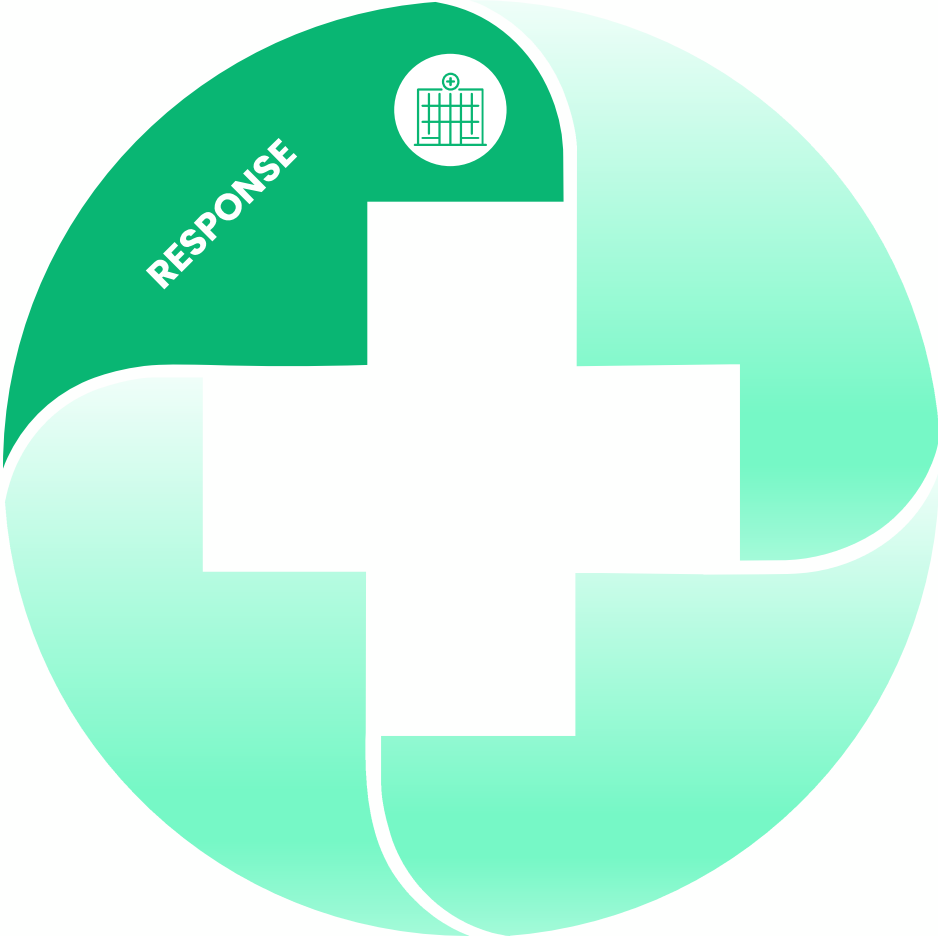


**2. ISOLATION**  
Reality Kicks In

**4. RECOVERY**  
Rebuild and Repair

**3. MONITOR**  
Maintaining Momentum

# 1. RESPONSE





# RESPONSE

Our Goals:

1. Getting our people setup for homeworking
2. Keeping our customers safe

*Getting our people setup for homeworking*

## TIME TO ACT

From 1500 people in 3 locations..  
To 1500 people in 1500 locations...  
in 3 days...for an unknown period...  
Because Sport never stops...





## PACKING UP – OUR PRINCIPLES

- If you needed one in the office, you could have one at home
- Technology limitations will not be the reason you can't do your job
- We won't stand still
- Don't assume it's all working
- Signpost where to go for support



Source: BBC

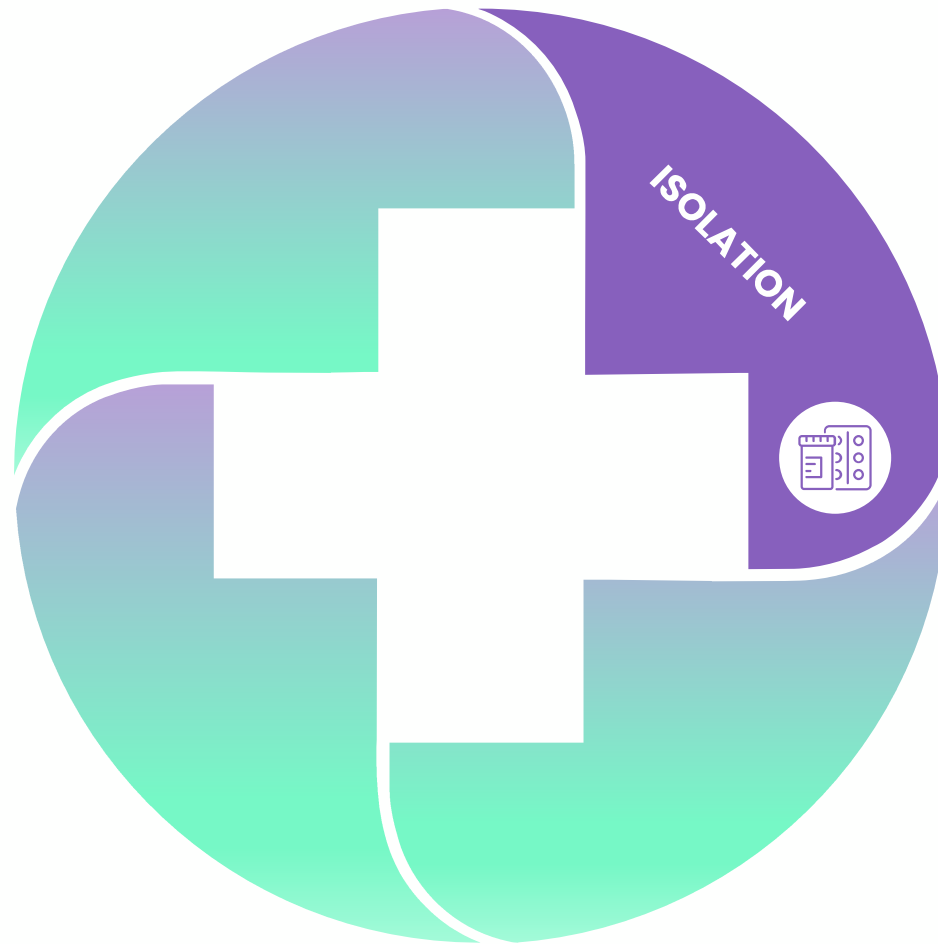
## SOLVING THE UNEXPECTED

- Moving our Customer Experience function to remote working
  - Telephone calls
  - Laptops to all within 48 hours
  - 4G Dongles
- New starters: Zero Touch launched – a game changer for onboarding new starters
- Getting creative for our Creative team

## CUSTOMER SAFETY REMAINS PARAMOUNT



- Internet speed requirements for customer facing teams
- Introduced 'Time on Site'
- New Data Science reports running constantly looking for increased time on site, helping identify behavioural change
- Easy and quick contact process for vulnerable customers
- Increased training for our customer facing teams – prioritising staff welfare too



## 2. ISOLATION



# ISOLATION

Our Goals:

1. Leading teams through a changing landscape
2. Responding to changing traffic

# PEOPLE FIRST



## PROTECT JOBS

No furlough  
Redeploy people to support stretched areas



## FAMILY FIRST

Do what need to support family  
- flexibility



## PROTECT CUSTOMERS

Time on site  
Quick access to report issues/  
ask for support



## KEEPING CONNECTED

Use of Zoom  
Regular stand ups  
Quizzes, fun things - lift mood  
Regular check ins with those  
who live alone



## WHAT HAPPENED WITHOUT SPORT?

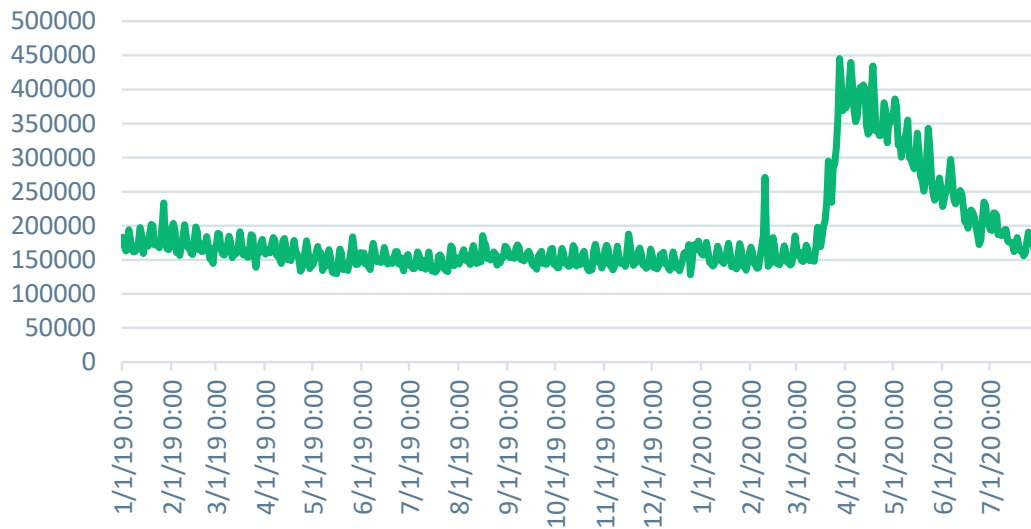


- SkyBet is our heralded product but with national lockdown there was no sport
- Football stopped 13 March 2020, period of uncertainty on when would restart
- We traded on unique markets
- Focus for tribes on tech debt/optimisations



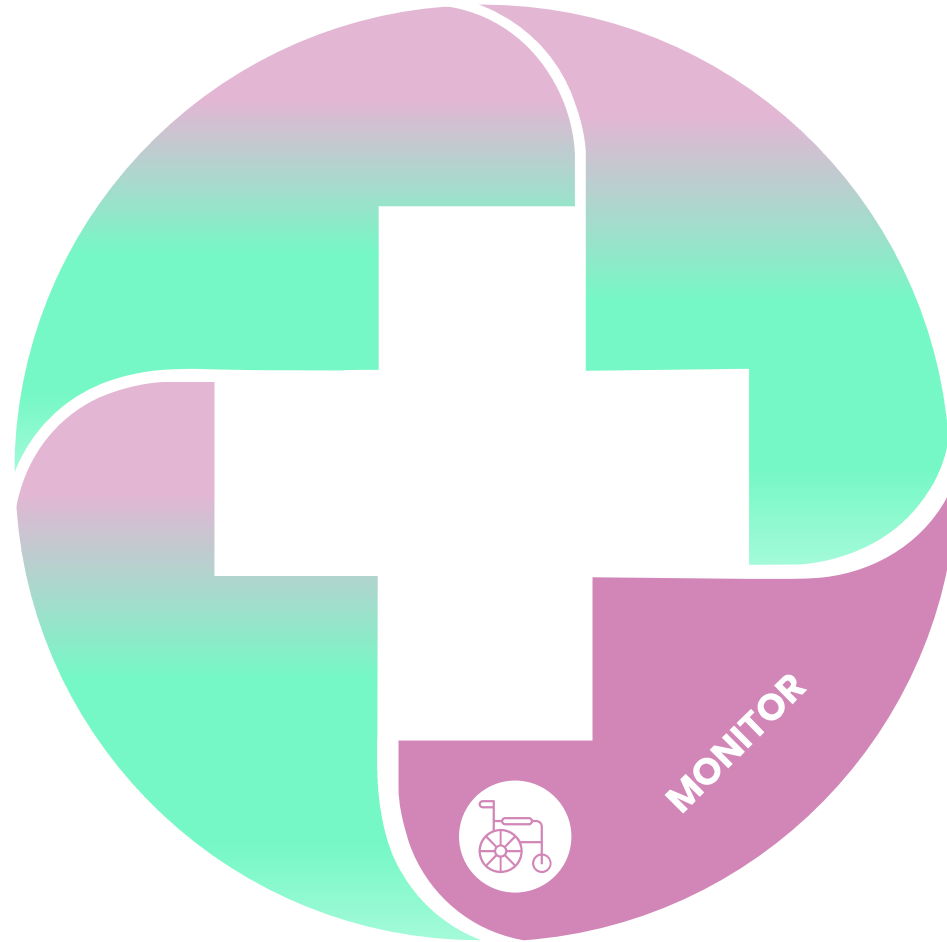
# THE CHIPS ARE UP

Poker Daily Hands played



- Ahead of the UK lockdown, learnings from PokerStars that in Italy they had seen traffic increases of ~200%
- Poker is our most legacy product
- We don't have a load testing capability, so we didn't know our absolute traffic limit
- Many evenings were spent monitoring – we weren't sure how much volume we could actually withstand (an uncomfortable position for us) so we were poised with service recovery runbooks
- The scaling proved successful and after some early issues, we had smooth operation throughout subsequent lockdowns, though the initial volume peaks weren't repeated
- Virtual Grand National – first remote major event!





### 3. MONITOR



# MONITOR

Our Goals:

1. Maintain business momentum
2. Rally the troops
3. Improve the people experience

## EVOLVE OUR TECHNOLOGY

Tooling to make things better

- MS Teams < Zoom
- Miro for whiteboarding

We moved EDR (end-point detection & response) provider from Symantec to CrowdStrike to give us better coverage and visibility across our end-point estate.

Rolled out monthly phishing campaigns, employed 3<sup>rd</sup> parties to run red-team exercises on our networks



# ENGAGEMENT APPROACH

## Use of engagement tools

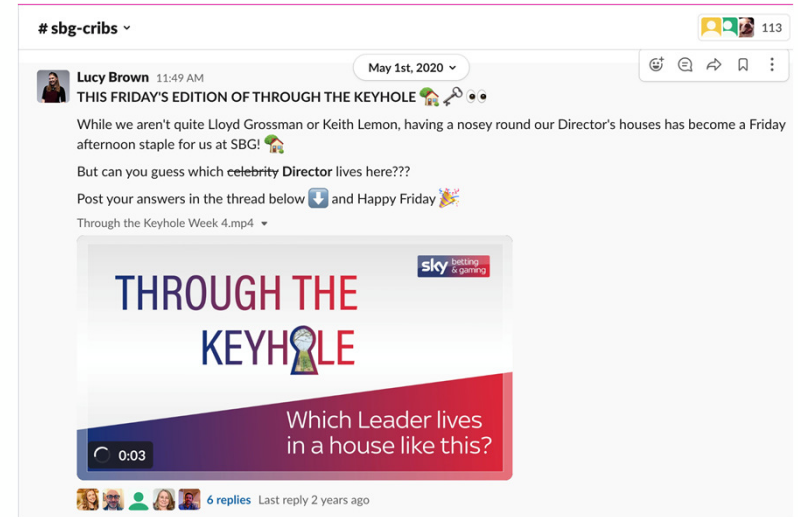
- Officevibe
- Slack channels (through the keyhole)

## Regular communications

- Townhalls
- LT AMA
- Remote events


## Bring the fun

- Wheel of fortune
- Quizzes



Improve the people experience

## FOCUS ON WELLBEING

- Wellbeing Hub 
- No Zoom afternoon
- Lunch breaks blocked out
- Virtual gym classes
- Team competitions (Pass the Baton)



## FOCUS ON HIGH STANDARDS

- Proactive planning for key events
  - Adjusting auto scaling
  - Robust comms plans
- Disaster Recovery Tests Remotely



## 4. RECOVERY





# RECOVERY

## Our Goals

1. Open the offices and safe return of staff
2. Move to hybrid working

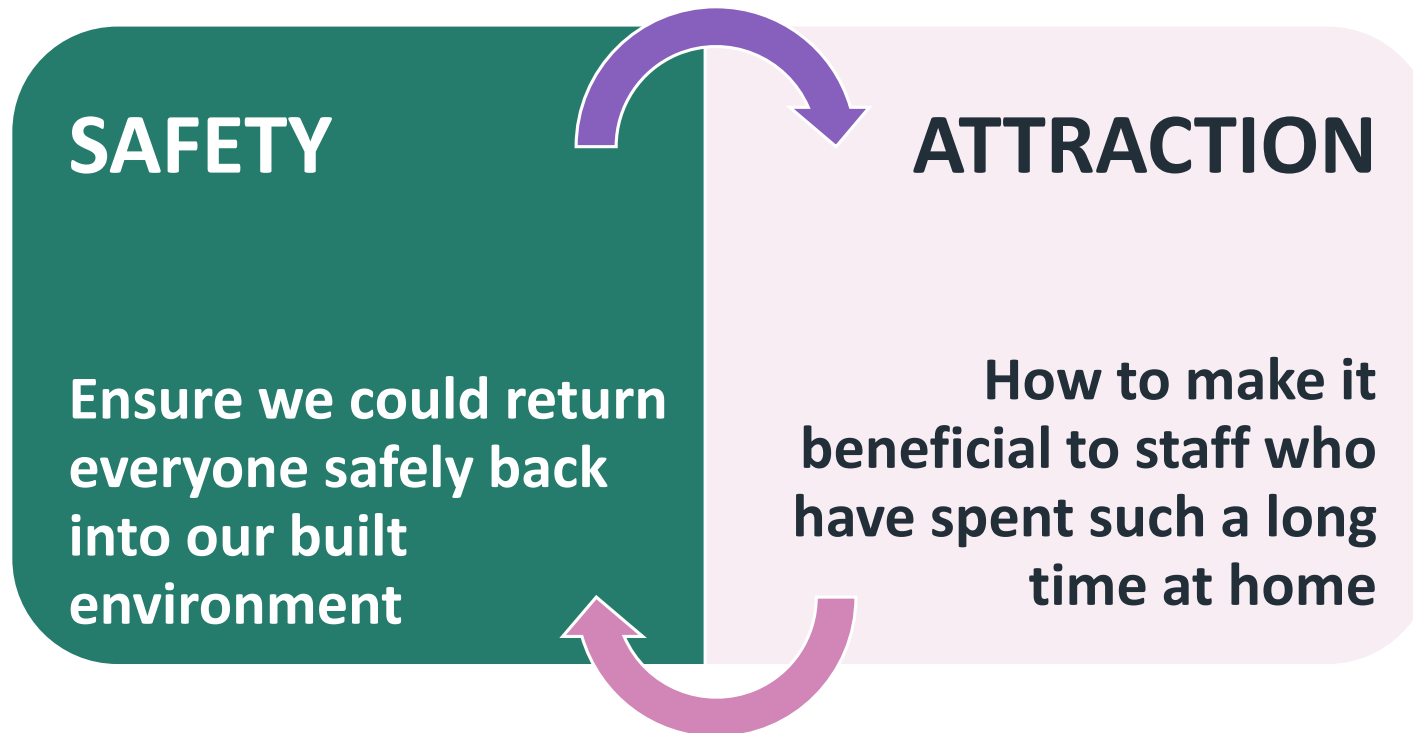


## THE RETURN OF THE OFFICE

- New Leeds office, opened Aug 2021
- Hybrid working models
  - Team charters
  - Test and learn until end Dec 2021
- Navigating longer term ways of working

## GETTING PEOPLE BACK INTO THE OFFICE

When assessing how we might get our people back to offices earlier this year, there were 2 primary aspects:



*Open the offices and safe return of staff*

## NEW BUILDING: ADAPTING FOR OUR WAYS OF WORKING

### Huddle & Break Out Spaces



- Multiple & varied facilities to accommodate huddle, scrum, collaboration, ideation & general relaxed spaces to drop onto
- Built with noise/acoustics in mind using sound absorbent features to deaden noise travel

### Alternative Workspaces



- From individual working pods/quiet zones to small meeting booths & larger group seated settings

### Meeting Rooms & AV Facilities



- VC in 95% of rooms
- Vast number of 1- 2 person booth rooms with touch screen monitors
- All other rooms kitted with tablet operation; Zoom & Webex integrated & voice-focussed camera
- Scrum rooms on most floors with configurable furniture & interactive writable TV screen

# DOES DIGITAL HAVE LONG COVID?