



Records



Digital



Datashred



Relocation



Technology

# Innovating Processes, People and Places

Restore Digital Survey Report 2019

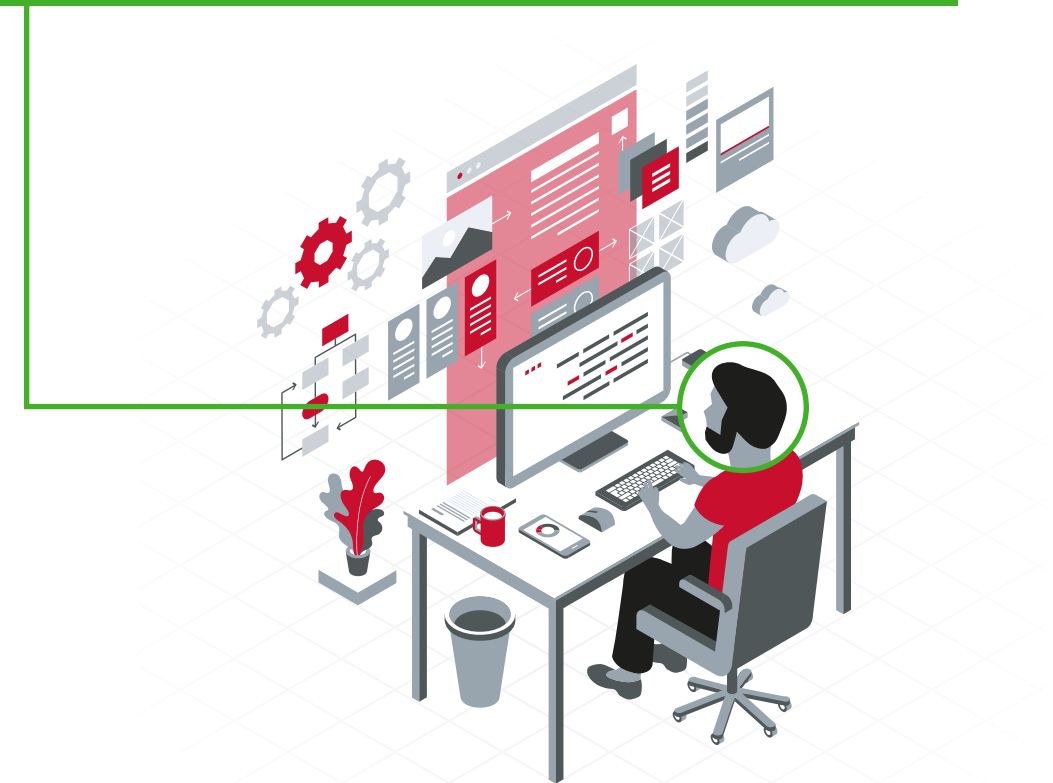


# Table of Contents

|                            |    |
|----------------------------|----|
| Executive Summary          | 3  |
| Survey Objectives          | 4  |
| Survey Report and Analysis | 5  |
| Findings and Statistics    | 9  |
| Conclusion                 | 20 |
| Survey Overview            | 22 |

# Executive Summary

**Innovating Processes, People and Places Survey 2019** has been created from a partnership between GovNewsDirect and Restore Digital. Engaging 542 public sector staff across 465 government organisations, our survey examines levels of digital transformation, barriers and the attitudes towards new ways of working within government.



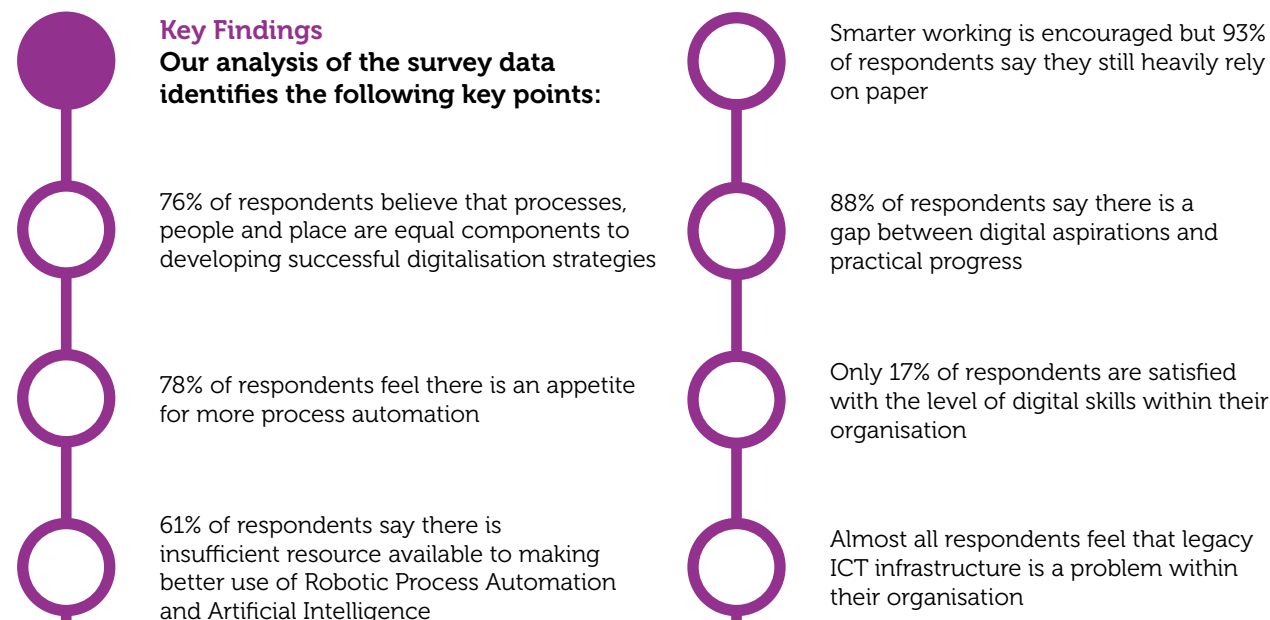
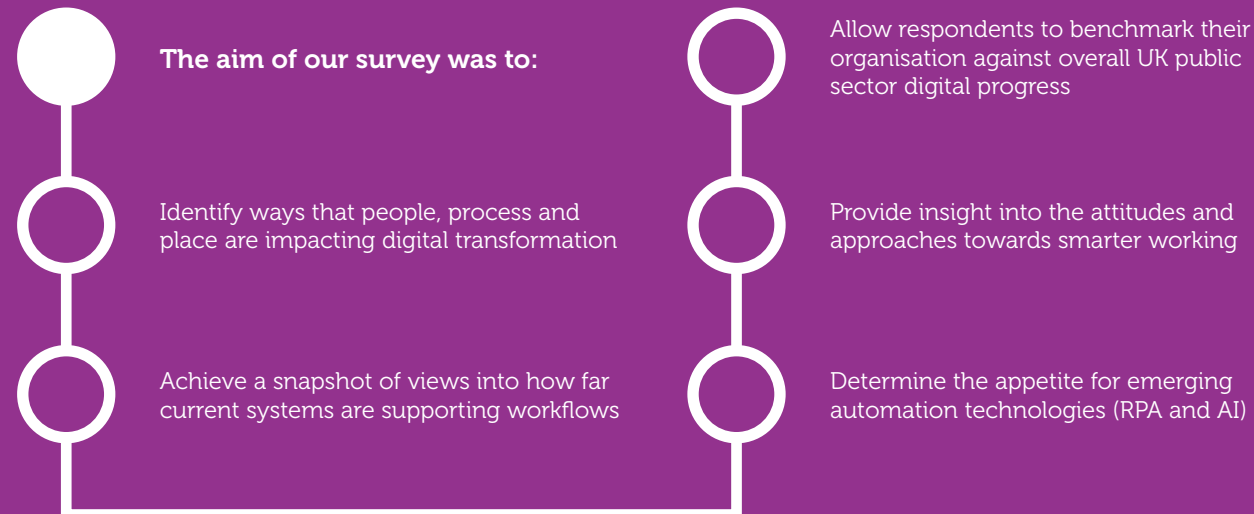
This survey takes place at the time of the recently launched Government Innovation Strategy, which is structured around the themes of people, process, data and technology. And, with the latest drive for smarter working practices, the design of 'place' has also become a priority which we explore in our survey.

**Innovating Processes, People and Places Survey 2019** specifically examines how the relationship between people, process, and place are directing government's

digital transformation. It shines a light on internal processes, evaluates the influence of workforce culture and identifies the impact of technology. From the collected data, we will also seek to provide practical guidance on ways to address the issues that become apparent to support higher levels of government innovation.



# Survey Objectives



# Survey Report and Analysis

**UK government's mission is to become a leader in technology innovation, however, whilst there are pockets of digital success within government, there is still room for improvement. So where can the improvements be made and what is hindering digital progress?**

## Processes, People and Places

For many years, the focus on transformation has been on digital tools and technologies, but the survey reveals that a majority of respondents (76%) believe that processes, people and places should be equal considerations when developing new ways of working. Processes, people and places are inextricably linked, all influencing the way government transforms. We will now look at each component and corresponding survey results in closer detail:



## Process

### There are low levels of satisfaction with government workflows

Internal processes and workflows are at the foundation of how government delivers its services. Any form of transformation requires an evaluation of current processes and identifying what is and isn't working. The survey reveals that, across the board, staff are finding that their current workflows do not meet their expectations and are failing to support their work. As technology use increases, civil servants' expectations of how they work is changing. If they are not equipped to carry out their work properly, public services will suffer.

While the transformation of citizen-facing services has yielded significant benefits, the Government Transformation Strategy has reported that there has been no concerted effort to improve internal processes with the use of digital technology. Our survey confirms this, with a staggering 80% of respondents who stated their existing workflows need improvement. It is evident that there is still a long way to go to ensure internal processes meet user needs, improve productivity and are operationally efficient.

Some workflows have been redesigned in many organisations, but when asked if current technology is a restriction to new workflows, only 13% said they were restricted 'very little.' This is in contrast with the 78% who express a greater level of restriction. Comments include: "IT support is very poor," "Getting business systems

talking to each other is challenging" and "Systems are antiquated." Technology is not currently offering enough support to government organisations; there are difficult and long-standing barriers to internal processes which need to be tackled. Technology must prioritise user needs and accelerate, not hinder workflows.

In contrast to this lack of satisfaction with workflows and processes, 53% say that management fully embrace redesigned workflows. Whilst this is not an overwhelmingly high result, it does raise the question: if management are embracing new workflows, why are most respondents dissatisfied with their current processes? This could point to many factors; it might reveal a top down approach where the enthusiasm of management is not penetrating well to the rest of the workforce. It also raises the question of how well leadership are collaborating and engaging with their teams? The practical implementation of new workflows into the workforce is clearly complex and challenging. The inconsistencies in openness to redesigned workflows and actual practice remain a barrier and may be a reflection of the difficulty that leaders face when introducing new processes. Leadership not only need to be open to new ways of working; they must also communicate, collaborate and connect this openness to their teams.

# Survey Report and Analysis

## People

### People are the largest obstacle to transformation

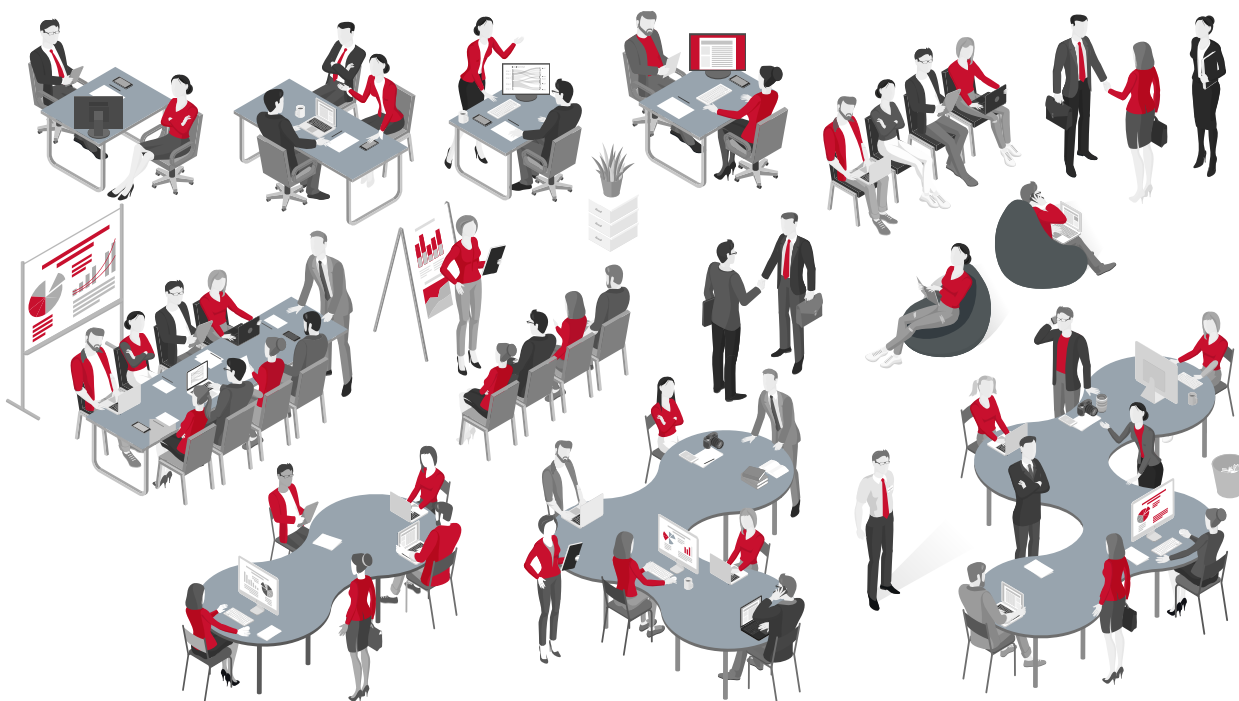
Culture matters. It's a prerequisite to digital change. And people are one of the biggest challenges to transformation. When looking to make any level of change, it's important to consider workforce culture. The values and learned behaviours of staff can either accelerate or delay digital change. Our survey has identified that government do not yet have a 'transformation-ready culture', with only 15% of staff fully embracing redesigned workflows and 44% who say there is some cultural resistance to smarter working within their organisation.

The Government Innovation Strategy recognises the importance of workforce culture, demonstrated in the section entitled 'People: having the right skills and culture'. As government is so vast and complex, changing workforce culture is no easy task. How can government tackle this cultural barrier?

One way to address the matter, according to The Government Innovation Strategy, is by encouraging the seconding of senior Civil Service leaders into

industry to enable them to witness the benefits of a culture of experimenting. Learning how a culture of openness to innovation and change looks can make a huge difference to understanding how to cultivate the right culture conducive to change. This is a significant measure for civil servants and yet it is, as our survey confirms, completely necessary.

Another way to address the issue of culture is to look at digital skills. As the pace and expectations of technology increases, so do the skills and capabilities required to use those technologies. According to our survey, only 17% of respondents say they have adequate digital skills within their organisation. This is concerning as it is an issue that prevails across all government organisations. It is apparent that there is still significant investment to be made in the recruiting, developing and retaining of people and skills. If government want to be one of the most digitally skilled populations in the world, the digital capability of civil servants, although a challenging dimension of change, must become a priority.



Supported with the  
necessary ICT  
infrastructure,  
smarter working has  
the clear potential to  
deliver continuing  
revenue cost savings.

## Place

### Smarter working is widely encouraged but practice is lacking

Smarter working is the government model reshaping the civil service working environment. It is a shift in working using new tools, new processes and new approaches. Government's drive for smarter working reflects an openness to flexibility and encourages the rationalisation of existing office accommodation. Supported with the necessary ICT infrastructure, smarter working has the clear potential to deliver continuing revenue cost savings. Furthermore, through smarter working, government can commit to its corporate social responsibility (CSR) and follow ethical, environmental and sustainability business practices.

Our survey reveals that 84% of organisations encourage smarter working and 50% say they have reduced their workspace through the introduction of smarter working. This is movement in the right direction, however, it must be noted that, when asked what best describes their organisation's storage of paper-based records, a concerning high 93% of organisations are still holding paper records onsite.

Following on from this, it is also important to note that, with more stringent regulations of GDPR, 'clear desk' policies are becoming more common. This is a result of government organisations' experience of numerous data breaches where exposed files and paper documents have been left on desks containing sensitive citizen data. Government organisations are putting upgraded security controls in place with clear desk policies to address the challenges with paperwork. Documents are being locked in cabinets, drawers and other office storage, but, whilst this appears to address the issue, this practice fails to work in alignment with the criteria of smarter working. To reduce office space, office storage and furniture must also be reduced. This survey finding reveals that, whilst organisations encourage smarter working, there are key qualities of this model that government is yet to maximise, to further reduce workspace and drive more value out of its spaces.



# Survey Report and Analysis



## Technology

**There is an appetite for more process automation, but insufficient resource and culture are key barriers**

Only 29% of respondents say that legacy infrastructure is not an issue. This highlights the fact that outdated systems still pose an obstacle to digital transformation. Whilst an increasing number of organisations are now using cloud technologies rather than being reliant on hardware, our survey respondents' comments reveal there are still limitations with storage, speed and the volume of data. One comment expressed that technology is "sufficient at today's speeds but as the volume, variety and velocity increase they will not be fit for purpose." It is also noteworthy that another respondent stated that "the issue is less about the systems and more about changing the culture and practices of the people using the systems." Again, people and processes is being highlighted as a barrier to technology use.

Interestingly, when asked if staff embrace the use of Robotic Process Automation (RPA) and Artificial Intelligence (AI), there was a mixed response. Overall, 78% of respondents feel there is an appetite for more process automation yet only 4% of respondents say that staff fully embrace RPA and AI technologies. This is a puzzling result; like the openness to smarter working, there is an openness to automation and yet, this openness fails to translate into practice. This is another disconnect which will need addressing.

Automation is set to play a key part in the transformation of the Civil Service, with the Cabinet Office leading the way in accelerating RPA across government. As an example, a survey by HMRC found 130 different tasks with high potential to benefit from automation.

Some respondents' comments suggest there is a misunderstanding by technology terms such as 'Robotic Process Automation'. The reference to Robotics may produce ideas that are inaccurate. Perhaps the many news stories about Robots in the workplace have played a detrimental role for civil servants, resulting in a gap in knowledge and openness to this type of innovation. When asked if respondents fully understood the benefits of RPA on process, people, technology and places, 50% of respondents say they have 'no knowledge' and 33% have only 'partial knowledge'. It appears that there is a significant case for education on how AI and RPA technologies can support the workforce and its processes. (21% believe job losses will be a challenge and 61% say insufficient resource is hindering AI and RPA adoption).

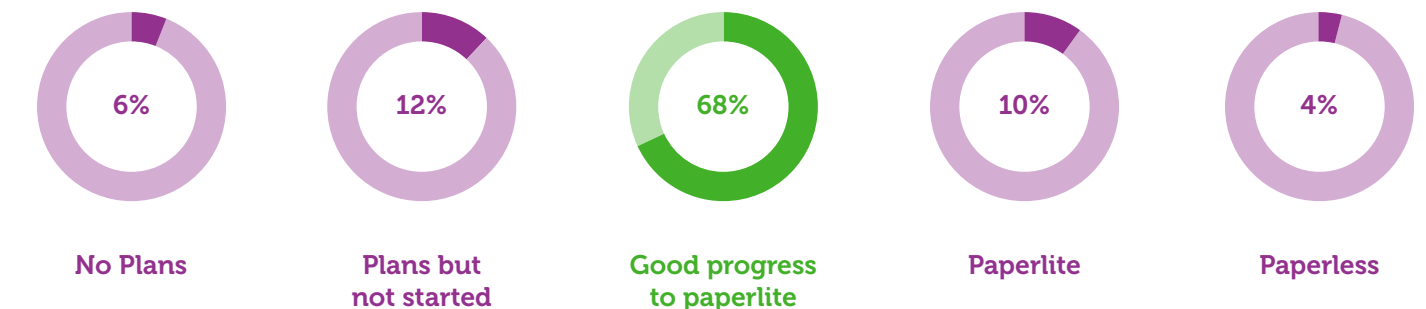
When asked if current workflows, manual or automated, are delivering the desired outcomes, 80% admit they rely on staff input, and more than 50% of these require high staff input. Very few organisations can operate with minimal staff input. This is problematic as Robotics can provide a revolution in the way government works by bringing speed, accuracy and efficiency to certain mass, repetitive tasks. RPA creates the opportunity to either reduce the time taken on individual tasks or automate tasks altogether. Overall, RPA holds out the prospect of improving the way civil servants work, creating more time for staff to be better deployed, whether it's focusing on customer-facing work or working on further innovation to improve public services.

# Findings and Statistics

Are processes, people and places equal considerations when developing new ways of working?



What progress has your organisation made with its 'paperless' journey?



## Respondents

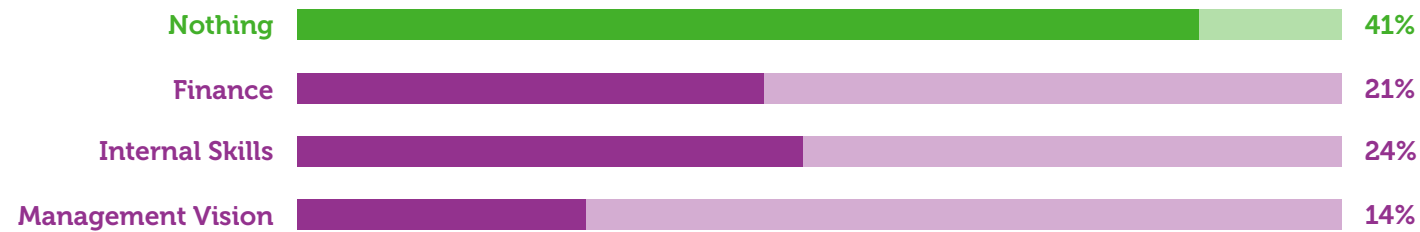
Promote all staff to consider printing material - only if necessary. Reminders at bottom of each email and management reinforce the drive to go paperlite

There is no specific project to go paperless or paperlite, but there is a digitisation programme, which over time will make the organisation less dependent on paper

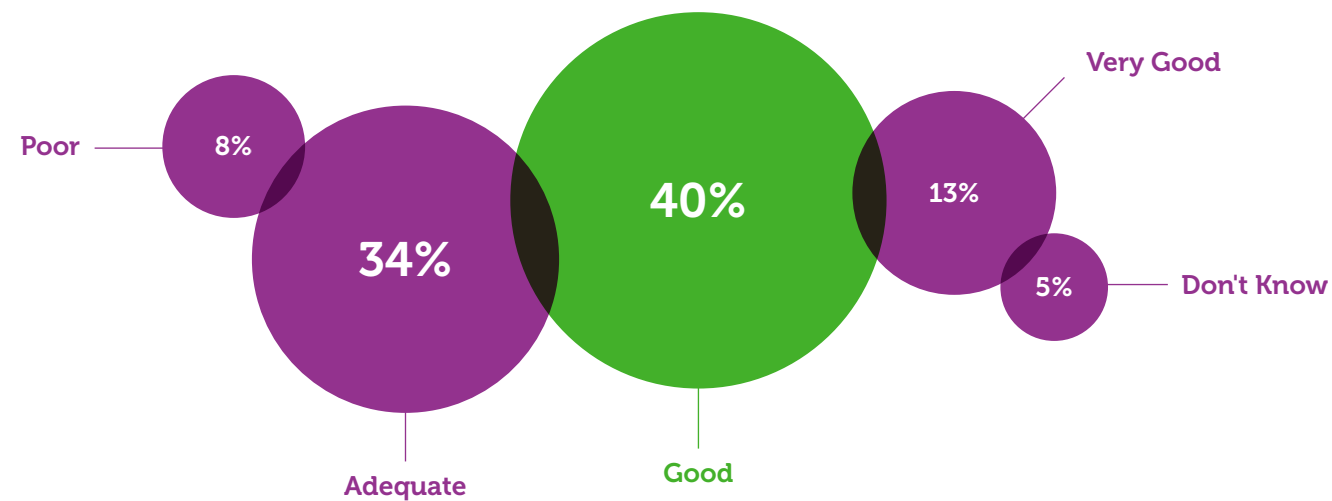


# Findings and Statistics

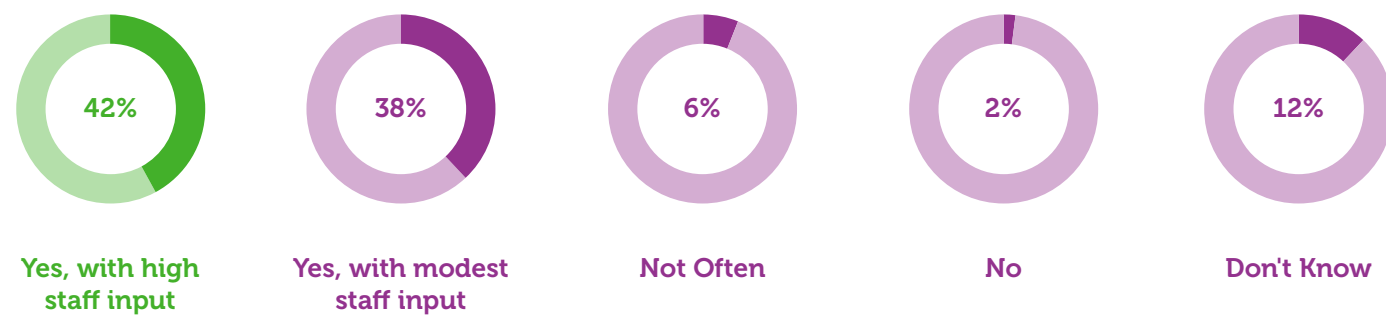
What's preventing you making further progress?



What best describes your organisation's current workflows?



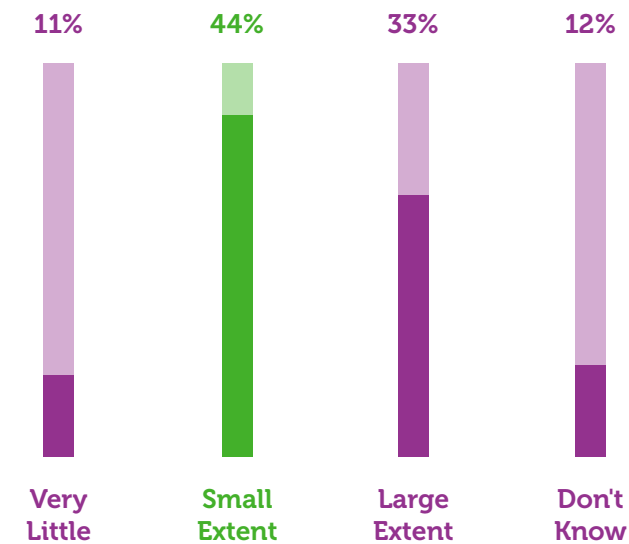
Are your current workflows, manual or automated, delivering the desired outcomes?



What extent are you looking to improve the existing workflows in your department?



Do your current systems support your required improvements to workflows?



61% of respondents say there is insufficient resource available to making better use of Robotic Process Automation and Artificial Intelligence

When new workflow ideas are created/redesigned, are you restricted by the supporting technology?



## Findings and Statistics

Are you able to measure and review the performance of existing workflows/processes?



Is there an appetite to introduce more process automation?

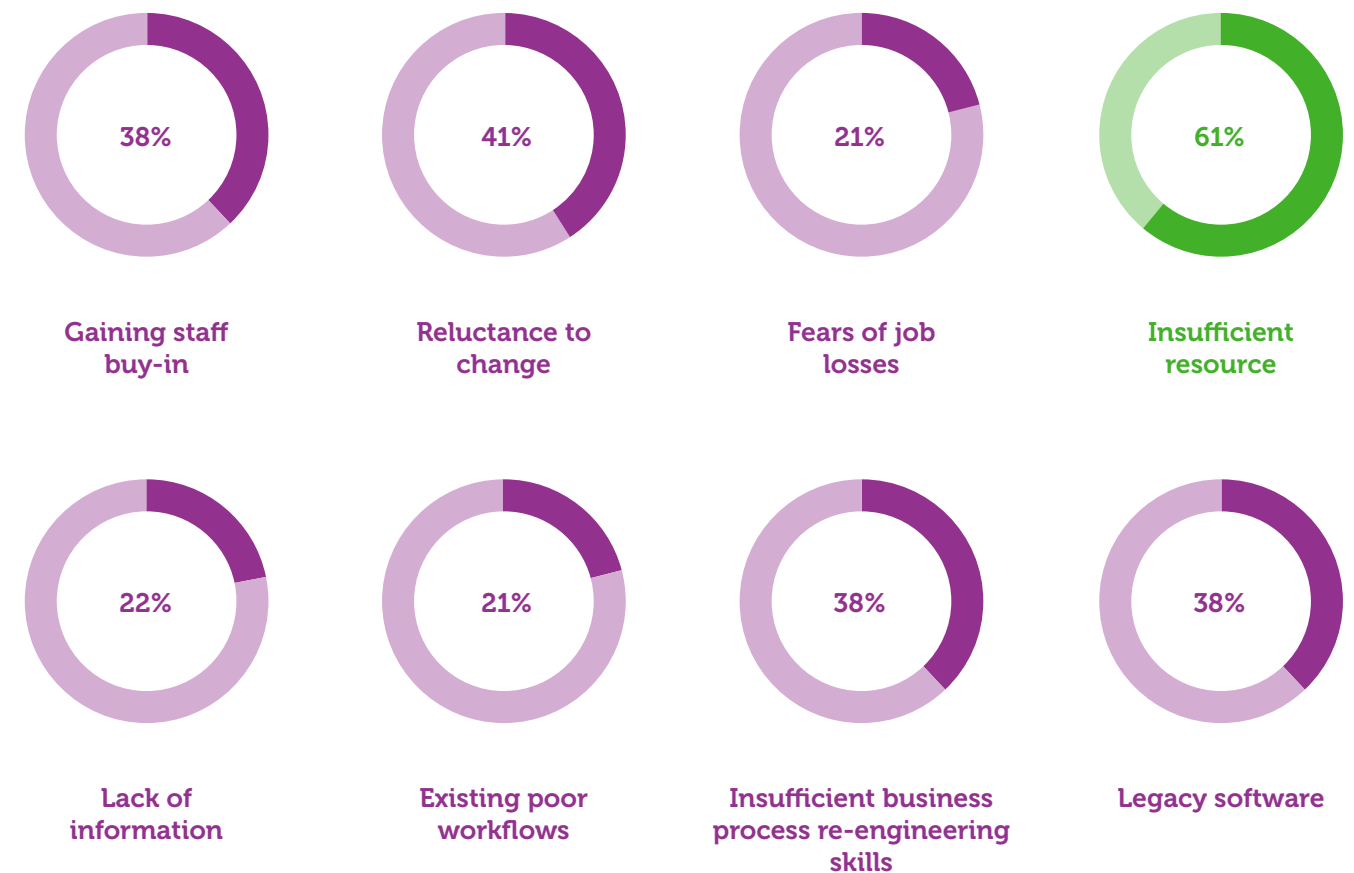


### Respondents

|  |  |
|--|--|
| With significantly reducing budgets, resources cannot match the aspiration to use automation | We are too reliant on people completing information on paper       |
| Automating processes is mixed with some areas very keen and others more resistant            | There is a big drive from the senior leadership                    |
| There is only a small appetite for change  | Feedback from staff surveys indicates a strong appetite for change |



What are the challenges in making better use of Robotic Process Automation workflows within your organisation?



### Respondents

|   |   |
|---|---|
| We have to wait for relevant organisations to approve workflows and to ensure everyone is committed   | This is a constant problem for people who are not technically employees, and many of whom are past retirement age and not up-to-date with IT and social media |
| We have struggled to get (RPA) buy-in, particularly where services feel that their needs are different to other colleagues  | Resistance from some team members whilst others are fully on-line   |
| We struggle to find (and, to a lesser extent, afford) sufficient people with the necessary (RPA) skills to deliver the changes. What we do is great, but progress is slower than we want or anticipated | The digital journey is more difficult than originally expected, but we are on the way now   |



## Findings and Statistics

Is legacy ICT infrastructure a problem within your organisation?

53%  
Yes

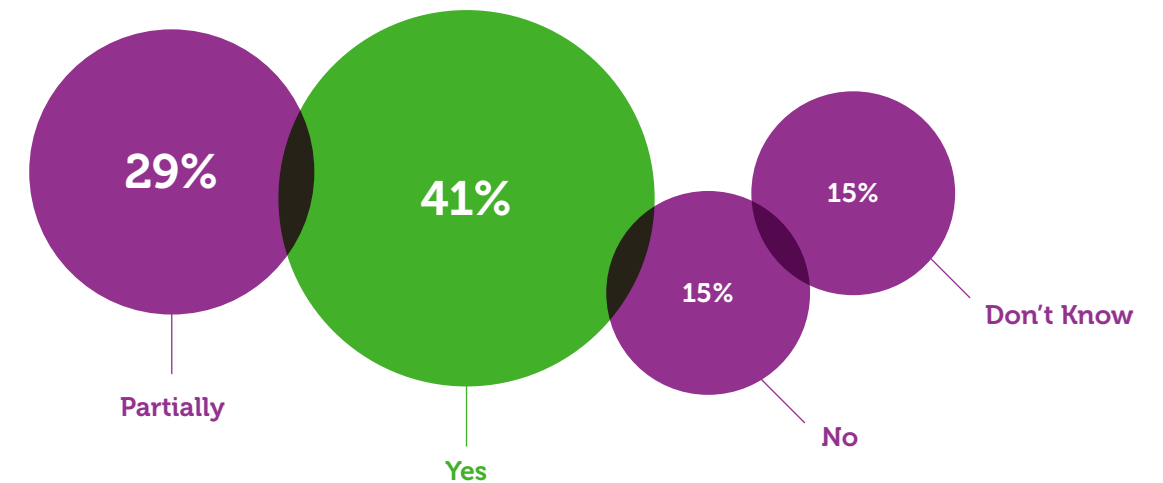
29%  
No

18%  
Don't Know

What best describes your technology across the following:

|                      | Non-Existent | Weak | Adequate | Strong | Don't Know |
|----------------------|--------------|------|----------|--------|------------|
| Back Office          | 0%           | 16%  | 48%      | 28%    | 8%         |
| Customer Facing      | 2%           | 23%  | 54%      | 14%    | 7%         |
| Interoperability     | 11%          | 28%  | 38%      | 14%    | 9%         |
| Records Management   | 6%           | 31%  | 37%      | 25%    | 1%         |
| Data Sharing         | 4%           | 29%  | 51%      | 15%    | 1%         |
| Data Security (GDPR) | 1%           | 4%   | 67%      | 24%    | 4%         |
| Business Continuity  | 9%           | 14%  | 46%      | 17%    | 14%        |
| Cloud Usage          | 14%          | 29%  | 43%      | 12%    | 2%         |

Are current systems able to cope with the influx of data needing to be stored?



### Respondents

I think the issue is less about the systems and more about changing the culture and practices of the people using the systems

We are always looking to improve in this area

Storing of data is not a problem

There is still much use of paper and uncontrolled use of SharePoint

There appear to be limits

Almost all respondents

feel that legacy ICT

infrastructure is a problem

within their organisation

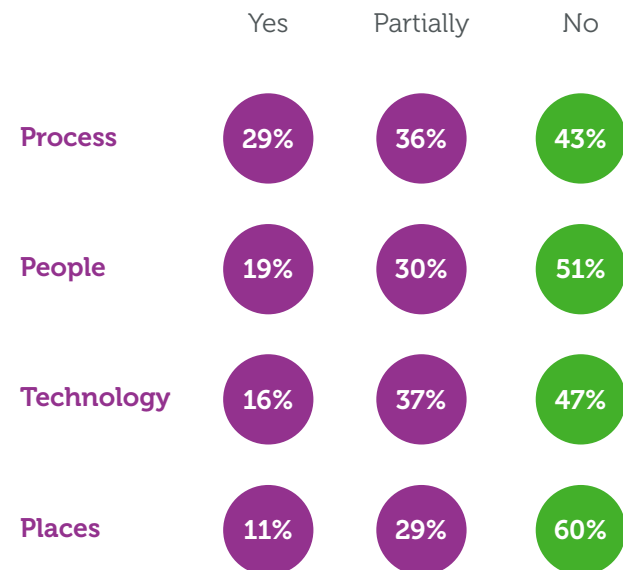
Are current systems able to cope with the number of users accessing data?



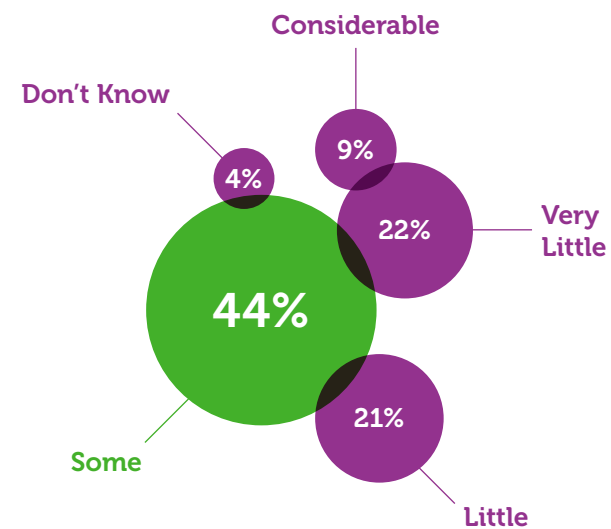


# Findings and Statistics

Do you understand the full extent of RPA benefits on process, people, technology and places?



Is there a cultural resistance to smarter working within your organisation?



Do management embrace redesigned workflows?



Do staff embrace redesigned workflows?



Do staff embrace the use of Robotic Process Automation and Artificial Intelligence?



Do you have adequate digital skills within your organisation?



Are you looking to retain human interactions with citizens?

89%

Yes

3%

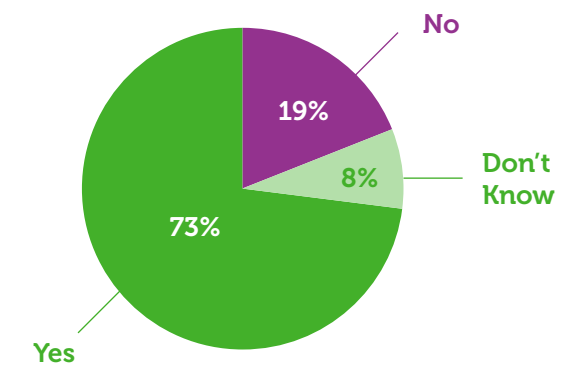
No

8%

Don't Know

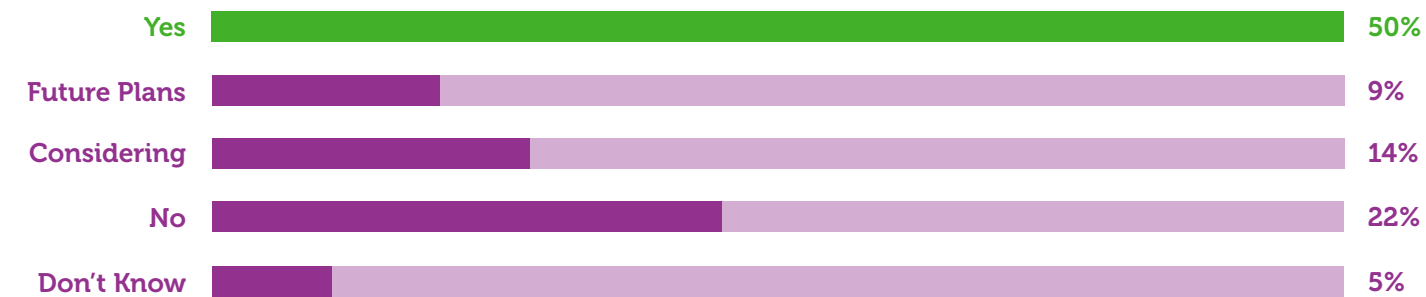
Only 17% of respondents say they have adequate digital skills within their organisation.

Are employees in your organisation over-reliant on emails for workflow process?

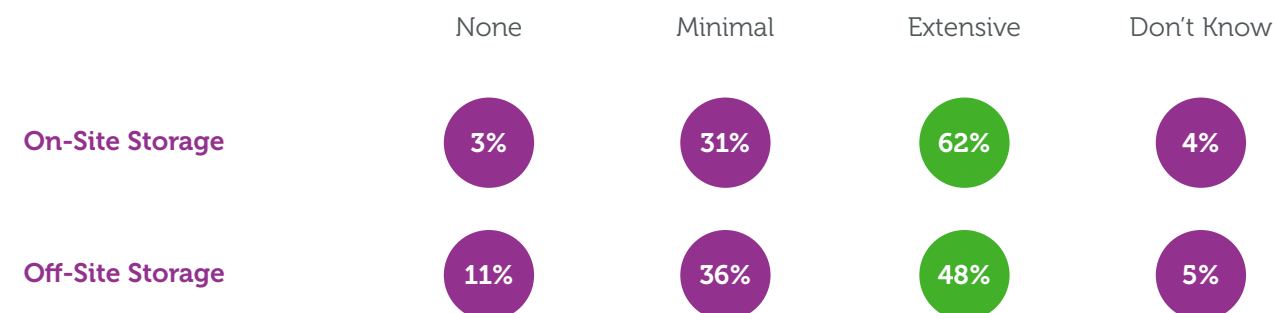


# Findings and Statistics

Has your organisation reduced its workspace through the introduction of smarter working?



What best describes your storage of paper-based records?



Most organisations still have extensive on site storage of paper records

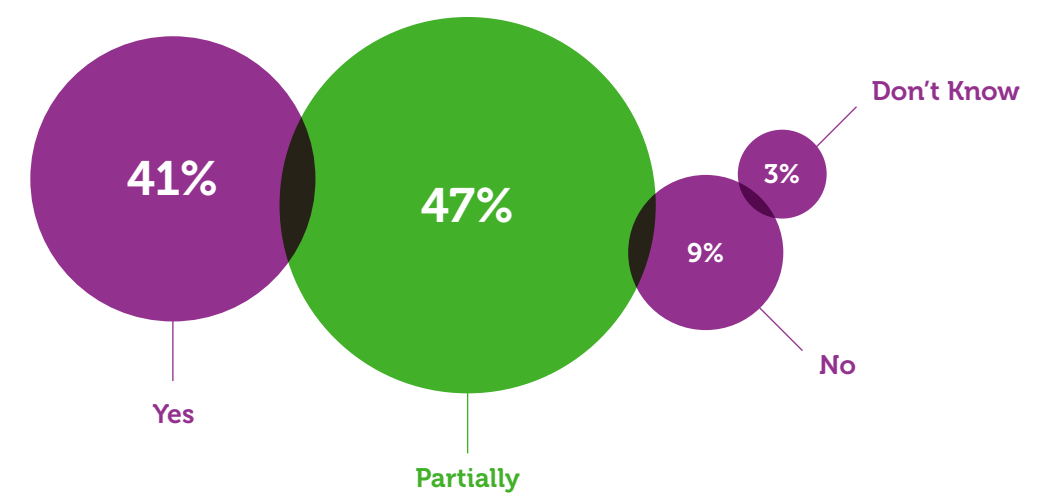
Does your office environment encourage smarter working?



Is technology enabling you to transform your workplace?



Is there a shortfall between aspirations and practical achievements in the digital workplace?



# Conclusion

**The evidence from this survey suggests that, although attitudes to technology are shifting, obstacles to digital transformation remain. The findings indicate that although government is focusing on its people, processes and places, the aspiration for change is not yet delivering the whole-government transformation required.**

- The survey results demonstrate that success requires a wider view than just of technology itself. To digitally transform, government organisations must shift their focus to their people, processes and places. These three components must be the first point of focus before technology and new ways of working can be fully embraced.
- Workforce culture is a bottleneck in government's digital journey. The survey shows that there is some disconnect between the motivation of leaders and the engagement of staff. Leadership may need to re-evaluate their approach and identify why staff are not fully embracing change in the desired ways. How are leadership communicating change to teams and how can this be improved? Is a top down or bottom up approach being conducted? Which approach is best to fully engage all levels of the organisation?

Despite the survey revealing a strong appetite for automation technology to improve workflow, there is a clear need for further education on the benefits of emerging technologies such as RPA and AI.



Organisations are still struggling with digital skills and will need to invest in different skills and capabilities. New digitally trained staff can significantly help to create a positive culture of innovation and experimentation, producing a more 'transformation-ready culture'.

- There are optimistic views on smarter working but, with a majority of respondents storing paper records on-site, the practice of smarter working is yet to be achieved. Whilst smarter working has flexibility at its heart, it's crucial that security is also a central factor. Records management is an area of critical importance for government organisations holding increasing volumes of sensitive data. Once data and workflows are digitised, offices space can be rationalised, leading to more agile, cost-effective organisations.
- Interestingly, many of the challenges to transformation are intangible; mindsets, culture, behaviours and perspectives must be evaluated and addressed before long-lasting change can occur. When the intangible challenges are addressed, material/practical solutions and ways of working can be more easily embraced.
- Despite organisations experiencing common barriers, the realisation of government's goals is likely to look different for each organisation, department, team and individual. This is what makes transformation in government so complex, but, with the sharing of best practice, a better 'digital education' and by cultivating a spirit of openness to innovation, change can, and will, take place.



## Survey Overview

Innovating Processes,

People and Places

Survey 2019 has been a

valuable study into the

current attitudes,

perceptions and digital

aspirations within

government.



It has become evident that processes, people and place are vitally important to affecting any level of sustainable digital transformation, and, as all three components are closely interlinked, they must be approached in equal measure.

Our public sector study has highlighted that innovation is clearly more than technology alone and is instead being directed by a comprehensive collection of qualities driven by people's needs, ambitions, habits and behaviours. Innovation is manifesting as being principally about people, how they work, where they work and how they choose to carry out that work.

New technologies can facilitate these changes and innovations. They can affect a huge impact on service delivery by enabling greater levels of openness and interoperability between staff, departments and stakeholders.

Innovating Processes, People and Places Survey 2019 presents an opportunity for government organisations to think afresh about how new and emerging technologies can offer digital capabilities, redesigned processes, places and stronger public services for the benefit of all.

## Contact



Registered address:  
2 Tally Close, Agecroft Commerce Park,  
Swinton, Manchester. M27 8WJ



Sales: 0333 060 3830



Customer Services: 0333 043 5483



Email: [info@restoredigital.co.uk](mailto:info@restoredigital.co.uk)



# About

**Restore Digital is a leading independent provider of document scanning, content input, capture, and business process automation solutions.**

We're an innovative, digitally oriented division of Restore plc, and our reach is rapidly expanding. Our mission is to equip our customers with compliant document management solutions and contribute to a world shaped by digital transformation. Founded in 2000, our consultancy led approach to the implementation and delivery of integrated digital solutions has enabled thousands of customers to accelerate business processes, reduce costs and improve operational efficiencies.

## GovNewsDirect

This survey was built in partnership with GovNewsDirect. GovNewsDirect specialise in facilitating innovative and engaging partnerships between the private and public sector.

