

Redesigning Government's Digital DNA

Government Survey
Report 2018

Year	Age	Annual Savings	Cumulative Savings	Monthly Savings
23	47	€2,693	€459,246	€38,270
24	47	€2,774	€531,929	€44,327
25	48	€2,857	€585,319	€48,776
26	49	€2,943	€643,867	€53,655
27	50	€3,031	€708,065	€58,338
28	51	€3,122	€778,453	€62,879
29	52	€3,216	€855,622	€67,287
30	53	€3,312	€940,218	€71,501
31	54	€3,411	€1,032,950	€75,578
32	55	€3,514	€1,134,594	€79,467
33	56	€3,619	€1,245,959	€83,111
34	57	€3,728	€1,368,077	€86,505
35	58	€3,840	€1,501,905	€89,667
36	59	€3,955	€1,648,541	€92,583
37	60	€4,073	€1,809,226	€95,269
38	61	€4,196	€1,985,296	€97,683
39	62	€4,321	€2,178,223	€99,869
40	63	€4,451	€2,389,605	€101,811
41	64	€4,586	€2,619,823	€103,517
42	65	€4,726	€2,869,508	€105,000
43	66	€4,871	€3,139,547	€106,283
44	67	€5,021	€3,430,000	€107,367
45	68	€5,176	€3,742,000	€108,267
46	69	€5,336	€4,075,700	€109,000
47	70	€5,501	€4,431,300	€109,583
48	71	€5,671	€4,809,000	€110,000
49	72	€5,846	€5,209,000	€110,367
50	73	€6,026	€5,631,500	€110,683
51	74	€6,211	€6,076,700	€110,950
52	75	€6,401	€6,544,800	€111,167
53	76	€6,596	€7,036,000	€111,333
54	77	€6,796	€7,550,500	€111,458
55	78	€6,996	€8,088,500	€111,542
56	79	€7,196	€8,650,000	€111,583
57	80	€7,396	€9,235,000	€111,583
58	81	€7,596	€9,843,500	€111,542
59	82	€7,796	€10,475,500	€111,458
60	83	€7,996	€11,131,000	€111,333
61	84	€8,196	€11,810,500	€111,167
62	85	€8,396	€12,514,000	€110,950
63	86	€8,596	€13,242,500	€110,683
64	87	€8,796	€14,000,000	€110,367
65	88	€8,996	€14,787,500	€110,000
66	89	€9,196	€15,605,000	€109,583
67	90	€9,396	€16,452,500	€109,117
68	91	€9,596	€17,330,000	€108,600
69	92	€9,796	€18,237,500	€108,042
70	93	€9,996	€19,175,000	€107,442
71	94	€10,196	€20,142,500	€106,800
72	95	€10,396	€21,140,000	€106,117
73	96	€10,596	€22,167,500	€105,396
74	97	€10,796	€23,225,000	€104,633
75	98	€10,996	€24,312,500	€103,833
76	99	€11,196	€25,430,000	€102,996
77	100	€11,396	€26,577,500	€102,117
78	101	€11,596	€27,755,000	€101,196
79	102	€11,796	€28,962,500	€100,233
80	103	€11,996	€30,190,000	€99,233
81	104	€12,196	€31,437,500	€98,196
82	105	€12,396	€32,705,000	€97,117
83	106	€12,596	€33,992,500	€95,996
84	107	€12,796	€35,300,000	€94,833
85	108	€12,996	€36,627,500	€93,633
86	109	€13,196	€37,975,000	€92,396
87	110	€13,396	€39,342,500	€91,117
88	111	€13,596	€40,730,000	€89,800
89	112	€13,796	€42,137,500	€88,442
90	113	€13,996	€43,565,000	€87,042
91	114	€14,196	€45,012,500	€85,600
92	115	€14,396	€46,480,000	€84,117
93	116	€14,596	€47,967,500	€82,596
94	117	€14,796	€49,475,000	€81,033
95	118	€14,996	€50,992,500	€79,433
96	119	€15,196	€52,530,000	€77,796
97	120	€15,396	€54,087,500	€76,117
98	121	€15,596	€55,665,000	€74,400
99	122	€15,796	€57,262,500	€72,642
100	123	€15,996	€58,880,000	€70,842
101	124	€16,196	€60,517,500	€69,000
102	125	€16,396	€62,175,000	€67,117
103	126	€16,596	€63,852,500	€65,196
104	127	€16,796	€65,550,000	€63,233
105	128	€16,996	€67,267,500	€61,233
106	129	€17,196	€68,995,000	€59,196
107	130	€17,396	€70,732,500	€57,117
108	131	€17,596	€72,480,000	€55,000
109	132	€17,796	€74,237,500	€52,833
110	133	€17,996	€76,005,000	€50,633
111	134	€18,196	€77,782,500	€48,396
112	135	€18,396	€79,570,000	€46,117
113	136	€18,596	€81,367,500	€43,800
114	137	€18,796	€83,175,000	€41,442
115	138	€18,996	€84,992,500	€39,042
116	139	€19,196	€86,820,000	€36,600
117	140	€19,396	€88,657,500	€34,117
118	141	€19,596	€90,505,000	€31,596
119	142	€19,796	€92,362,500	€29,033
120	143	€19,996	€94,230,000	€26,433
121	144	€20,196	€96,107,500	€23,796
122	145	€20,396	€98,000,000	€21,117
123	146	€20,596	€100,000,000	€18,400
124	147	€20,796	€102,000,000	€15,642
125	148	€20,996	€104,000,000	€12,842
126	149	€21,196	€106,000,000	€10,000
127	150	€21,396	€108,000,000	€7,117
128	151	€21,596	€110,000,000	€4,196
129	152	€21,796	€112,000,000	€1,233
130	153	€21,996	€114,000,000	€0
131	154	€22,196	€116,000,000	€0
132	155	€22,396	€118,000,000	€0
133	156	€22,596	€120,000,000	€0
134	157	€22,796	€122,000,000	€0
135	158	€22,996	€124,000,000	€0
136	159	€23,196	€126,000,000	€0
137	160	€23,396	€128,000,000	€0
138	161	€23,596	€130,000,000	€0
139	162	€23,796	€132,000,000	€0
140	163	€23,996	€134,000,000	€0
141	164	€24,196	€136,000,000	€0
142	165	€24,396	€138,000,000	€0
143	166	€24,596	€140,000,000	€0
144	167	€24,796	€142,000,000	€0
145	168	€24,996	€144,000,000	€0
146	169	€25,196	€146,000,000	€0
147	170	€25,396	€148,000,000	€0
148	171	€25,596	€150,000,000	€0
149	172	€25,796	€152,000,000	€0
150	173	€25,996	€154,000,000	€0
151	174	€26,196	€156,000,000	€0
152	175	€26,396	€158,000,000	€0
153	176	€26,596	€160,000,000	€0
154	177	€26,796	€162,000,000	€0
155	178	€26,996	€164,000,000	€0
156	179	€27,196	€166,000,000	€0
157	180	€27,396	€168,000,000	€0
158	181	€27,596	€170,000,000	€0
159	182	€27,796	€172,000,000	€0
160	183	€27,996	€174,000,000	€0
161	184	€28,196	€176,000,000	€0
162	185	€28,396	€178,000,000	€0
163	186	€28,596	€180,000,000	€0
164	187	€28,796	€182,000,000	€0
165	188	€28,996	€184,000,000	€0
166	189	€29,196	€186,000,000	€0
167	190	€29,396	€188,000,000	€0
168	191	€29,596	€190,000,000	€0
169	192	€29,796	€192,000,000	€0
170	193	€29,996	€194,000,000	€0
171	194	€30,196	€196,000,000	€0
172	195	€30,396	€198,000,000	€0
173	196	€30,596	€200,000,000	€0
174	197	€30,796	€202,000,000	€0
175	198	€30,996	€204,000,000	€0
176	199	€31,196	€206,000,000	€0
177	200	€31,396	€208,000,000	€0
178	201	€31,596	€210,000,000	€0
179	202	€31,796	€212,000,000	€0
180	203	€31,996	€214,000,000	€0
181	204	€32,196	€216,000,000	€0
182	205	€32,396	€218,000,000	€0
183	206	€32,596	€220,000,000	€0
184	207	€32,796	€222,000,000	€0
185	208	€32,996	€224,000,000	€0
186	209	€33,196	€226,000,000	€0
187	210	€33,396	€228,000,000	€0
188	211	€33,596	€230,000,000	€0
189	212	€33,796	€232,000,000	€0
190	213	€33,996	€234,000,000	€0
191	214	€34,196	€236,000,000	€0
192	215	€34,396	€238,000,000	€0
193	216	€34,596	€240,000,000	€0
194	217	€34,796	€242,000,000	€0
195	218	€34,996	€244,000,000	€0
196	219	€35,196	€246,000,000	€0
197	220	€35,396	€248,000,000	€0
198	221	€35,596	€250,000,000	€0
199	222	€35,796	€252,000,000	€0
200	223	€35,996	€254,000,000	€0
201	224	€36,196	€256,000,000	€0
202	225	€36,396	€258,000,000	€0
203	226	€36,596	€260,000,000	€0
204	227	€36,796	€262,000,000	€0
205	228	€36,996	€264,000,000	€0
206	229	€37,196	€266,000,000	€0
207	230	€37,396	€268,000,000	€0
208	231	€37,596	€270,000,000	€0
209	232	€37,796	€272,000,000	€0
210	233	€37,996	€274,000,000	€0
211	234	€38,196	€276,000,000	€0
212	235	€38,396	€278,000,000	€0
213	236	€38,596	€280,000,000	€0
214	237	€38,796	€282,000,000	€0
215	238	€38,996	€284,000,000	€0
216	239	€39,196	€286,000,000	€0
217	240	€39,396	€288,000,000	€0
218	241	€39,596	€290,000,000	€0
219	242	€39,796	€292,000,000	€0
220	243	€39,996	€294,000,000	€0
221	244	€40,196	€296,000,000	€0
222	245	€40,396	€298,000,000	€0
223	246	€40,596	€300,000,000	€0
224	247	€40,796	€302,000,000	€0
225	248	€40,996	€304,000,000	€0
226	249	€41,196	€306,000,000	€0
227	250	€41,396	€308,000,000	€0
228	251	€41,596	€310,000,000	€0
229	252	€41,796	€312,000,000	€0
230	253	€41,996	€314,000,000	€0
231	254	€42,196	€316,000,000	€0
232	255	€42,396	€318,000,000	€0
233	256	€42,596	€320,000,000	€0
234	257	€42,796	€322,000,000	€0
235	258	€42,996	€324,000,000	€0
236	259	€43,196	€326,000,000	€0

Contents

Executive Summary

Central Government and the public sector have a responsibility to deliver successful digital transformation to improve citizen services, streamline processes and make savings. But do we have the right skills and structures for success?

03

Executive
Summary

05

Background

06

Findings and
Statistics

15

Survey Analysis
Report

20

Conclusion

23

Contact

Executive Summary

Understanding the challenges we face when embarking on a digital transformation project is vital if we want to have any chance of overcoming them.

Many of us are no longer at the very beginning of a digital transformation journey. In fact, the majority of respondents described the momentum of transformation in their organisation as 'steady' or 'at pace'. However, with around half of respondents feeling that 'digital by default' isn't yet being achieved, there are still some serious questions to be asked.

One question was why are organisations slow to adopt automation, a technology reported to be able to transform the public sector over any other. With automation, public sector organisations gain the capability to not only streamline business processes but also coordinate people, systems and data across teams and departments.

Embracing automation in the journey to becoming digital by default is clearly an area of great untapped potential.

As new innovations emerge, there's a greater pressure on departments and organisations to introduce more modern ways of working and new skill sets to the workforce. We need to be willing to redesign the fundamental structures of our organisations, embracing more devolved ways of working. And, we must not only invest in our technology, but in our people, if we want to reach our full digital potential.

Our survey revealed a number of issues across the breadth of public sector organisations that are directly affecting their ability to rapidly transform. These include:

- Digital by Default
- Automation
- Lack of resourcing, skills & knowledge
- Cultural inertia & lack of employee empowerment

Background



Digital transformation is now embedded within most organisational roadmaps. The majority of us have defined our digital transformation goals and objectives at both an organisational and departmental level. This means that we're expecting to overhaul legacy software and infrastructure, replacing them with a mix of customisable, collaborative tools and technologies that represent better value for money, faster, leaner processes, and better digital solutions to solve traditional problems.

These types of transformations represent a significant shift, not only in embedded processes, but in culture. There is often an unrealistic expectation that these digital changes will be implemented and adopted seamlessly, making individuals' workflow faster and easier, and therefore be embraced and understood without incident. In reality, this is rarely the case, and we need to ensure we're exploring how we can build a robust workforce that is not only prepared for change but also able to adapt and supported to make the most of these emerging technologies.

As we're now in the midst of large-scale digital transformation across Central Government, it's a good time to explore how things are going, and what issues organisations, departments and individuals are facing. We cannot shy away from the need for persistent and honest feedback and improvement not only

with the tools and technologies, but with the people experiencing and enacting these significant shifts in the way we work.

The critical importance of the people behind the technologies cannot be overlooked. We need to ensure that employees at all levels in our organisations are empowered to develop the necessary knowledge and skills to reflect the changes in our systems and processes.

We also need to make sure we're addressing data security, meeting standards across the board, and understanding the pivotal role of user needs in this type of wide-reaching transformation. We mustn't underestimate the importance of automation when redesigning business processes, whilst also understanding the iterative nature of developing this part of our work, nor ignore the presence of manual error which is unlikely to ever be fully eliminated.

These are long-term projects, with complex steps but rich rewards. We need to make sure we have clear, understandable and achievable targets. We need to define our return on investments (ROI) targets and share them openly with colleagues across our organisations. We need to develop a more open, collaborative culture and bring each and every employee with us on our digital transformation journeys.

Methodology

This survey report has been compiled from 119 individual responses given by 95 unique Central Government departments, executive agencies, non-departmental public bodies and regulators. Only 2% of respondents were from other parts of the public sector.

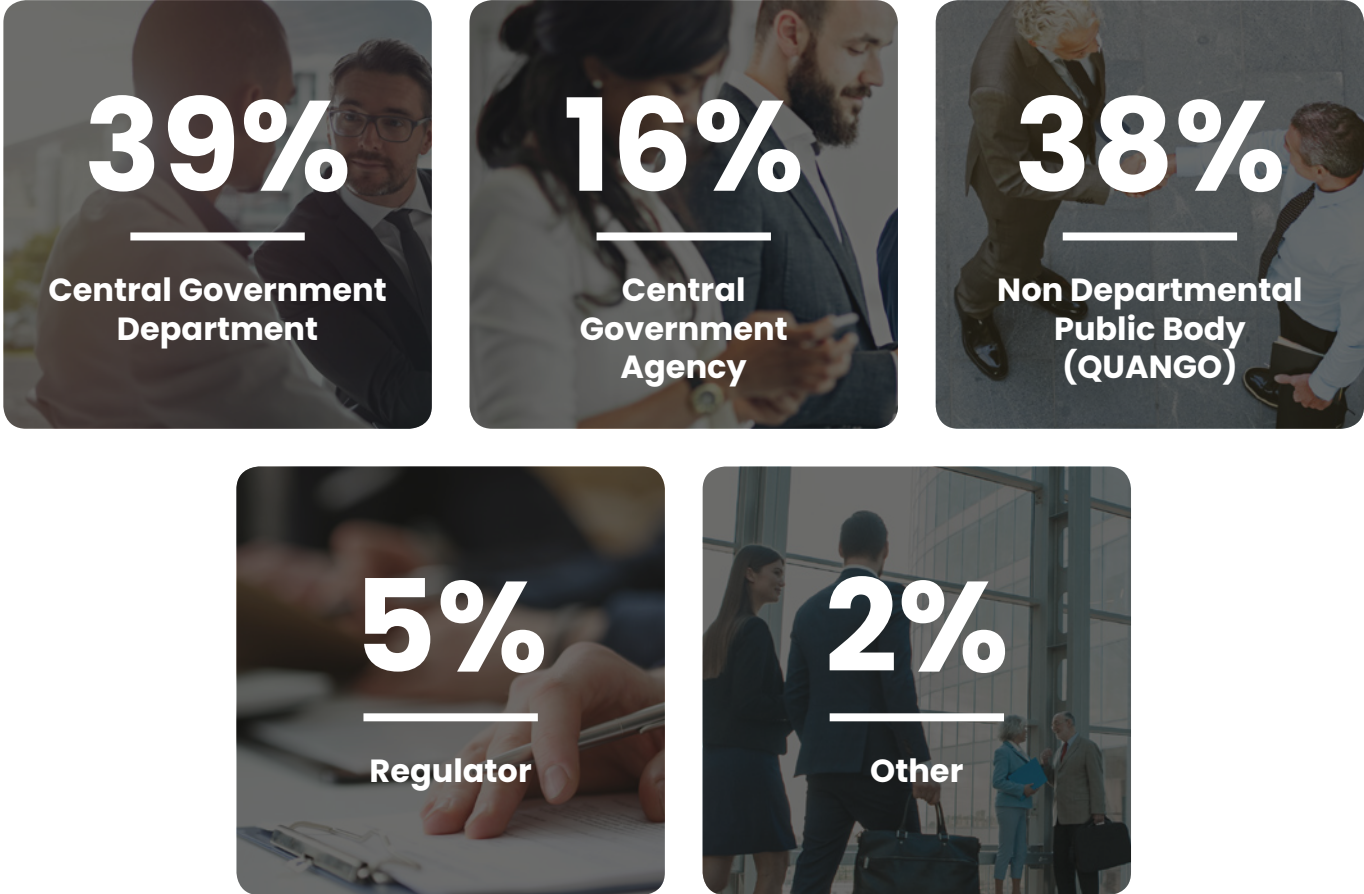
87% of respondents identified themselves as decision makers, implementers, influencers and policy makers, whereas the remaining 13% didn't feel they were actively involved in the digital transformation of services.

With a balance of different levels of influence, we're confident this survey offers a range of opinions and experiences from across the breadth of organisations.

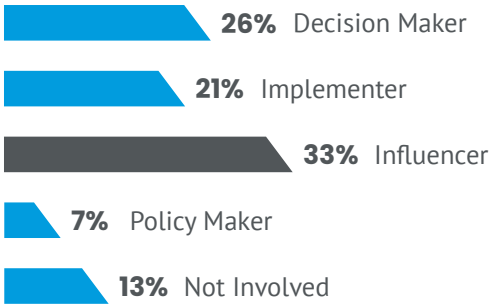
All results have been anonymised and are published here to allow those who took part and others to benchmark themselves against the wider public sector.

Findings and Statistics

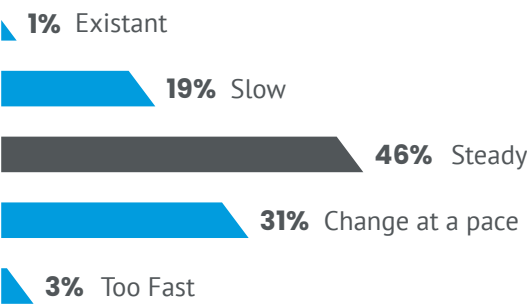
What sector do you work in?



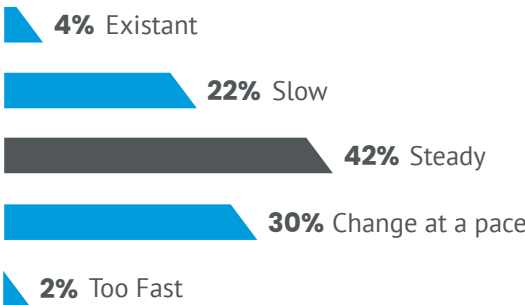
To what extent are you involved in the digital transformation of services?



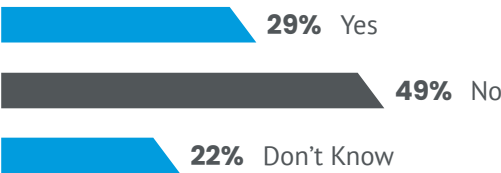
Across your organisation, what best describes the pace of digital transformation?



Across the department you work in, what best describes the pace of digital transformation?



Is Digital by Default being achieved in practice?



To what extent are you using:

	None	Little	Some	Quite a lot	Don't know
Software as a Service (eg. Salesforce)	16%	17%	28%	33%	6%
Cloud Services (e.g Microsoft Azure, AWS)	18%	8%	38%	29%	7%
Internet of Things	52%	21%	10%	6%	11%
Robotic Process Automation	58%	21%	9%	1%	11%
Machine Learning	57%	23%	8%	2%	10%
Artificial Intelligence	63%	26%	5%	1%	5%

**Only 1% are taking
full advantage of
Robotic Process
Automation and
almost 60% are not
using it at all.**

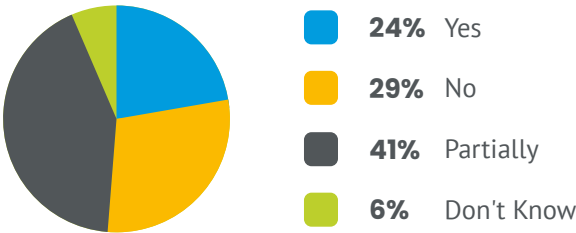
**Does your organisation have
the knowledge & skills to apply:**

	None	Little	Some	Quite a lot	Don't know
Software as a Service (e.g Salesforce)	5%	12%	31%	29%	23%
Cloud Services (e.g Microsoft Azure, AWS)	3%	11%	29%	44%	13%
Internet of Things	11%	22%	26%	15%	26%
Robotic Process Automation	33%	16%	12%	5%	34%
Machine Learning	24%	19%	15%	11%	31%
Artificial Intelligence	23%	18%	14%	6%	39%

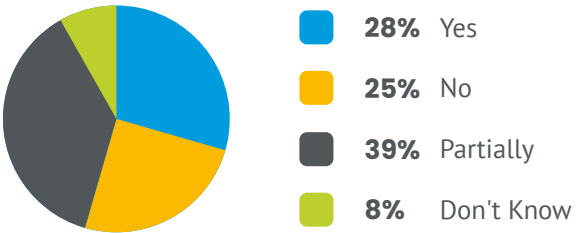
**How important do you see these
aspects to your digital transformation?**

	None	Little	Moderate	High	Don't know
Working With SMEs	6%	6%	31%	42%	15%
Using Open Source	2%	5%	33%	48%	12%
Knowledge Transfer	1%	4%	19%	72%	4%
Improving Data Security	0%	0%	15%	81%	4%
Meeting Standards	0%	0%	22%	73%	5%
Empowering Employees	0%	4%	25%	65%	6%

Is your existing ICT infrastructure hindering the success of implementing digital services and automating your processes?

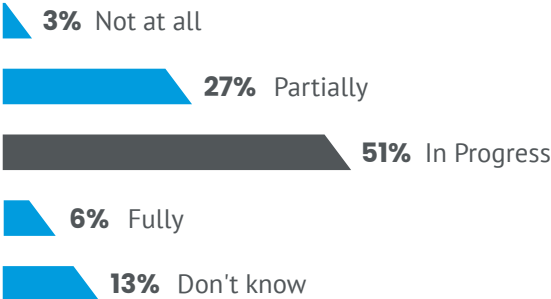


Is your existing ICT software hindering the success of implementing digital services and automating your processes?

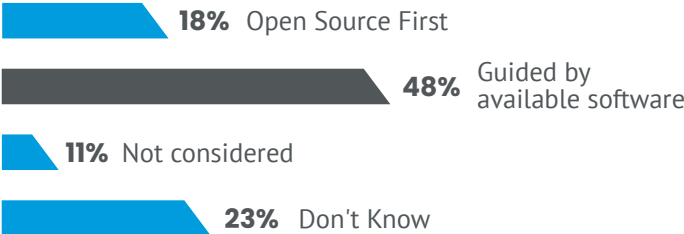


50% of all respondents still feel only partial progress is being made in digitising their current processes with even less exploring automation to re-design their services and meet the ever-rising expectations of the British public

To what extent have you moved from your legacy infrastructure and software?

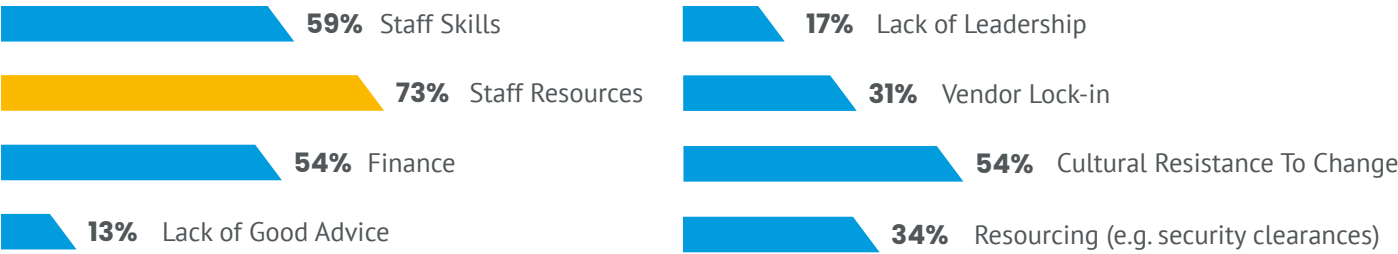


What importance do you give Open Source Technology when undertaking a digital project?



73% say staff resources are a major problem when it comes to replacing legacy infrastructure and software

What have been the problems in replacing your legacy infrastructure and software? (multiple choice)



Others (please comment)

Capturing and using data is very important - it needs to be quicker and less errors

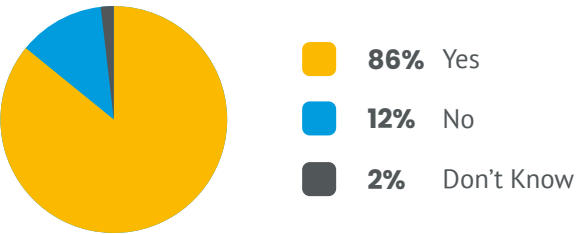
Lack of training - staff need to understand why, how and best practice

Commodity Cloud Providers have been very proactive in providing appropriate consultancy/resources/access to expertise where required.

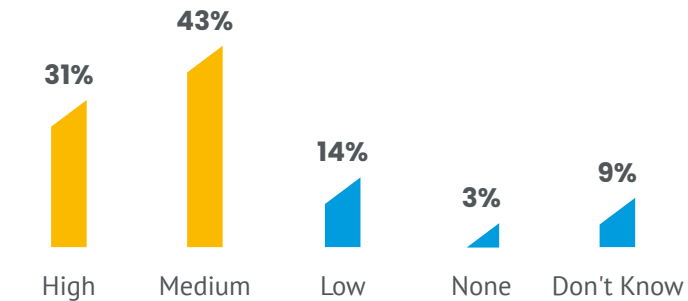
Users want their ICT to make the coffee and sweep the floor on the way out

86% of respondents said implementing new digital processes was key to achieving their organisational objectives.

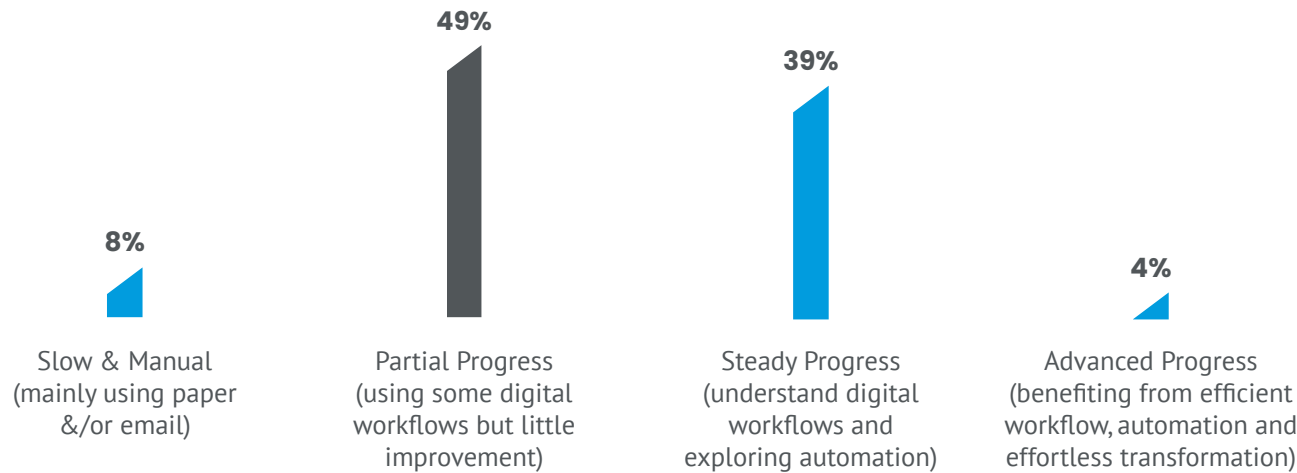
Is the introduction of new digital processes key to achieving your business objectives?



What level of importance is placed on automation when redesigning your business processes?



What best describes the majority of your current business processes?

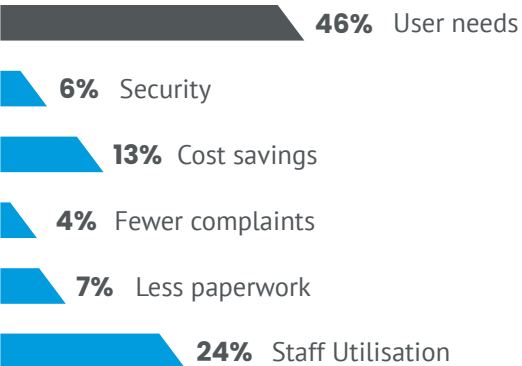


74% acknowledge the importance of automation

46% of respondents admit that 'user needs' is the most important factor when measuring the success of their digital transformation projects.

A majority of respondents have implemented digital projects with a target completion date of over 1 year. Is government making use of the best tools to accelerate their digital goals?

What is the most important factor to measure the success of your digital transformation?



Others (please comment)

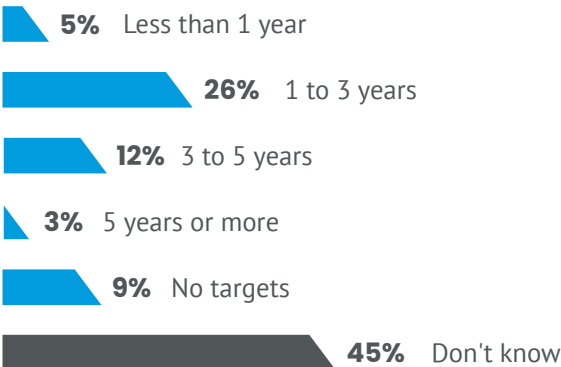
Better service provision and interaction with our business community

Reliably contributes to the delivery/furtherance of the organisations strategic objectives

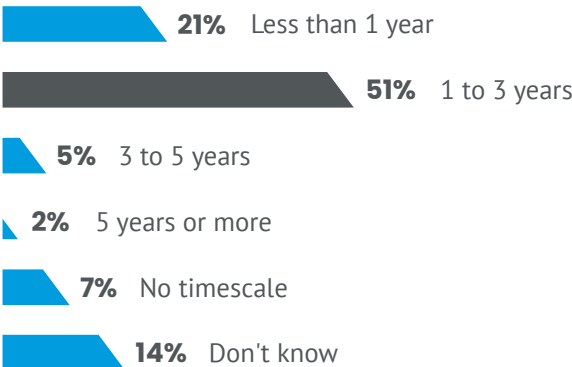
Enhanced experience and output for the organisation

The organisation delivers for the public

What are your ROI targets on new digital projects?

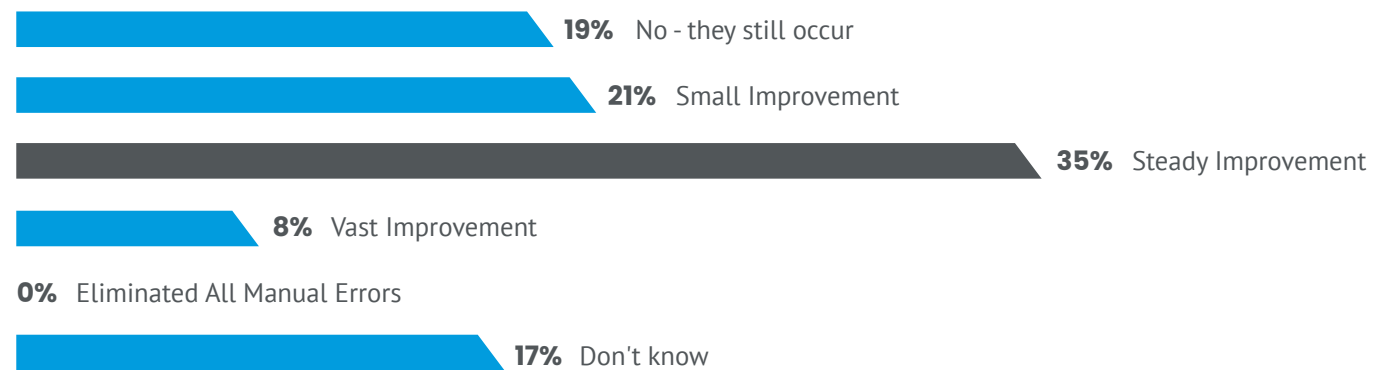


What is the average timescale for completing new digital projects?

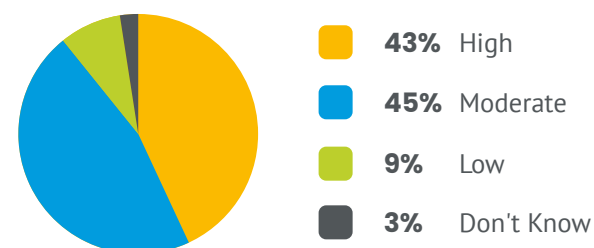


Despite the issues surrounding data security and compliance, a significant 43% of respondents still feel that cyber security threats pose a high risk to their organisation.

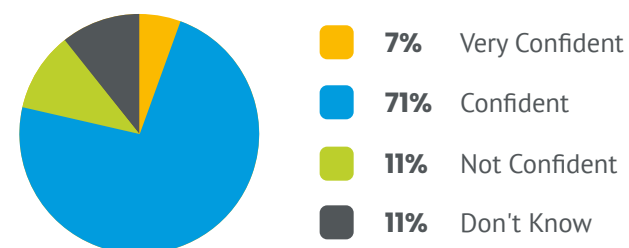
Have you managed to prevent manual errors with the introduction of new digital processes?



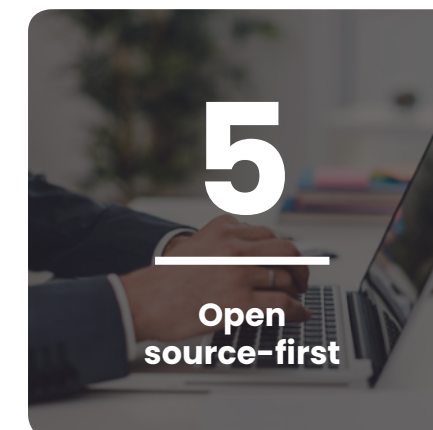
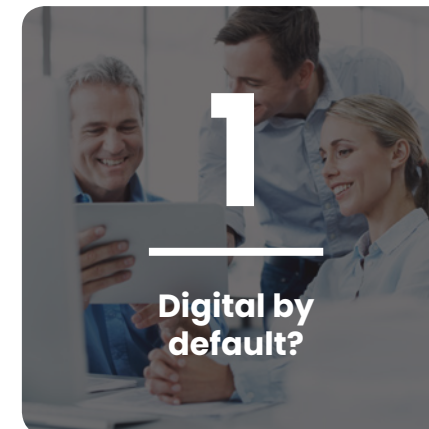
How much of a risk do cyber security threats pose to your organisation?



How confident are you in the ability of your organisation to protect against cyber security threats?



Survey Analysis Report



1. Digital by default?

49% of all respondents feel that digital by default isn't being achieved in practice.

The majority of respondents are currently engaged in some sort of digital transformation – with many working at a steady or accelerated pace.

This means that many processes are already in place, with teams, departments and organisations working towards shared goals and transformational change. Why, then, do a significant number of all respondents feel that digital by default isn't being achieved in practice?

With over 70% of respondents saying that they either don't feel digital by default is successfully being achieved, or they don't know either way, there's clearly a disconnect between expectations at an organisational level and reality. Perhaps it's time to re-examine what digital by default means in practice, and whether the

measures, expectations and tools are still working for organisations as we move further through our digital transformation journeys.

It's encouraging to see that Software as a Service (SaaS) and cloud services are becoming more widespread, and that people are generally confident in their ability to understand and make the most of these relatively new tools. Although AI is still broadly not used, or used at a small scale, it's also worth bearing in mind that AI is not as broadly applicable as SaaS and cloud products.

Only 6% of respondents feel they have completely moved away from legacy infrastructure and software

Over 50% of all respondents are not using any of the below in their digital transformation projects.

- Internet of Things
- Robotic Process Automation
- Machine Learning
- Artificial Intelligence

2. Understanding automation

74% see the importance of automation

Automation is broadly considered to be a vital consideration when redesigning business processes. However, when asked what best describes the majority of their current business processes, over 50% said they saw partial or slow progress, revealing that a significant number of organisations are still to explore or see the benefits of automation.

Again, getting ahead of the game and planning for the future in terms of training and skills building is

vital in this area - a skills deficit will have serious implications in an organisation's ability to embrace automation. It could result in missing the opportunity to make significant efficiency and economic savings. As the majority of digital projects are medium to long-term, it's not surprising that some respondents didn't have a clear view of their ROI targets. However, this is something that should be addressed to avoid scope creep and will also help to empower individuals by helping

them understand the overarching objectives and goals of the organisation in relation to their own. Having a clear understanding of the organisational structure and roadmap can significantly improve the ability of teams and departments to set realistic goals and targets for their part in the wider digital transformation journey.

3. Knowledge, skills and people

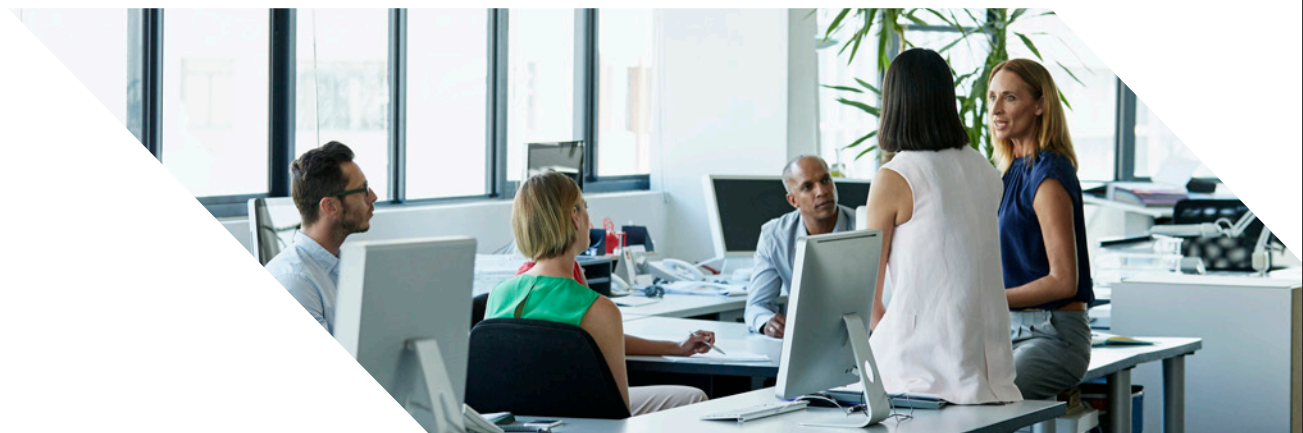
Our respondents clearly understood the importance of people in the digital transformation journey, with 72% stating that knowledge transfer is of high importance. Staff skills and resources were cited as the main reason there are issues with replacing legacy infrastructure and software.

When it comes to knowledge and skills, we're still seeing a clear correlation between widespread usage and understanding. As

we move forward in our digital transformation journeys, we should be looking ahead, and making plans to increase training and understanding around tools, software and systems before they need to be implemented. If we neglect to do this, we run the risk of chasing a skills deficit for many years to come, unable to take full advantage of available tools and technologies as they become relevant and available.

74% state that staff resources are a problem when replacing legacy infrastructure and software.

It is critical for government organisations to partner with suppliers who encourage knowledge transfer and digital enablement. By upskilling the workforce, organisations can be fully equipped for the changing digital landscape.



4. Security and threat

82% say improving data security is an important aspect to their digital transformation

Despite over 85% of respondents citing cyber security threats as significant in their organisation, only 6% felt that security was an important factor to measure the success of their digital transformation.

We must not lose sight of the importance of continually safeguarding against growing and ever-changing threats.

Keeping an open and transparent dialogue between organisations and departments about security issues will help teams feel responsible for their own role in cyber security and, as a result, help buoy up the security of the organisation overall.

It's important that we invest in expertise and training to ensure we're guarding against security threats. Government organisations must move towards practices that provide built-in security, not just security that functions around apps and data.

In light of a string of recent public sector data breaches and the arrival of GDPR, a concerning high 43% of respondents still feel that cyber security threats pose a high risk to their organisation.

Although many organisations view security as working against improving the user experience, it should be understood that the best security and the best user experience must (and can) co-exist.

5. Open source first

Nearly half of our respondents have stated that using Open Source is of 'high' importance.

Around half of the people surveyed felt that they were constrained by what software was available to them, rather than being able to take an open source-first approach. Open source is the most collaborative option, offers huge combined savings both in time and money not only for our organisations, but to our whole sector. With over 85% of people identifying the introduction of new digital processes as key to achieving business objectives, it's imperative that we make the right choices that will benefit not only our immediate teams, departments and organisations, but our sector as a whole.

Again, we need to emphasise the importance of empowering employees to make decisions. Those who are working directly with the tools are most likely to know what works and what doesn't. They're the experts in their fields, and they should be treated as such - regardless of their grade or seniority. Taking a bottom-up approach to some of this decision making will not only result in better workplace relations, it will most likely also result in choosing the best tools for the job.

Allowing teams to decide what is best for them from the whole range, rather than being constrained by a limited number of suppliers is the best option, but when this isn't possible, it's imperative that we're carefully considering the length and types of contracts and communicating regularly with teams to make sure the tools and relationships with suppliers are working well.

6. Cultural change, trust and autonomy

With over 50% of respondents stating that cultural resistance plays a factor in hindering change, it's clear that prioritizing cultural change across the public sector is critical to accelerating digital transformation. If we're experiencing inertia or resistance to change across our sector, it could significantly hinder our ability to reach our goals and meet our targets.

As the way we work with technology changes, we also need to be willing to change the way we work as individuals.

Streamlining processes, offering more cloud-based solutions and offering smarter ways of working means our workforce can, and should, change. If we're genuinely committed to putting the user first, we must also remember that our teams are users too. Embracing flexible working, committing to empowering employees to work the way they want to and allowing everyone to use the tools that work best for them will ultimately result in a happier, and more productive workforce. If our success is measured by our

commitment to user needs and staff utilisation (both identified as the most important in this survey) then we need to remember to look to the workforce, as well as the technology, to truly embrace the opportunities that digital transformation can offer.

Over 50% of respondents state that cultural resistance to change exists within their organisation.

Conclusion

We cannot underestimate the importance of *people* in the digital transformation journey.

Much of the insight we've gained through this survey has highlighted how people are central in the drive towards digital transformation. We must make sure we are providing our staff with the right resources and tools to do their jobs effectively and efficiently. We must be willing to think differently, work differently, and drive this complex change from the heart of our organisations.

As we work in more digitally-focused ways, we will continue to face different challenges. Our survey has revealed some fundamental changes required that demand immediate attention, if we're to succeed in experiencing lasting digital change.

The survey has revealed that digital progress is not moving at scale and at pace as stipulated by the Government Transformation Strategy. But why is this?

We are failing to take hold of the opportunities open to us. We're missing the benefits of innovative digital tools such as AI and automation. The architecture we're

currently using needs to evolve to re-shape the way we deliver citizen services. We must move away from our rigid, proprietary systems to infrastructure that enables us to work

together - without boundaries. We need to bravely commit to the tools that will propel us forward towards our digital goals.

Recommendations

Recommendation 1 We Must Commit To Automation

Automation can power smarter, speedier and more secure ways of working; however, these benefits are not being fully grasped by many government organisations. This survey has revealed that the potential of automation technology remains

largely untapped in our pursuit for digital change. A key driver of efficiency, automation is a solution that must be better explored lest we fall behind in our journey to transformation. However, the survey has revealed that the challenge is

not one dimensional; the solution is not simply to adopt automation tools but to ensure staff possess the knowledge, understanding and skills to use this valuable technology.

Recommendation 2 We Must Commit To Knowledge Transfer And Skills

There is an urgent need for organisations to optimise their internal capacity by upskilling staff. The importance of 'empowering employees' and 'knowledge transfer' scored highly in the survey. In light of this, we must be willing to invest in training our staff. Upskilling can dramatically enable the digital workforce to become agile and more flexible. Looking at our teams

objectively, and encouraging open, transparent conversations about roles and responsibilities could be key to opening up new opportunities in the digital transformation space.

Engaging with a specialist and experienced technology partner can kick start the journey to lasting change. In view of the survey, it's particularly important for us all to

ensure that shared learning and knowledge transfer is important to them also. Technology partners should strongly believe in the benefits of training your staff to become skilled digital professionals, empowering our employees and ensuring we maintain a competitive edge.

Recommendation 3

We Must Commit To Open Source Technology And Cloud Software

Although Open Source Technology has the capacity to enhance collaboration and enable information sharing, it hasn't been widely adopted. Only 18% respondents stated that Open Source Technology was important when undertaking a digital project. Clearly, we're missing out on the opportunities that Open Source has to offer.

It may be felt that Open Source will lead to more vulnerabilities from

hackers and other malicious users. But, in reality, with Open Source, potential threats can be quickly exposed. In fact, it's far riskier to remain where we are, constrained by our rigid, proprietary systems than to adopt Open Source Technology.

We must also accelerate our commitment to cloud technologies. Cost effective, scalable and secure, the investment in cloud software is increasing exponentially. Cutting

costs and boosting computing power and storage, there has ever been a better time for government departments to invest in cloud infrastructure and Open Source technology.

Recommendation 4

We Must Be Ready For Change

The rate at which new technologies appear and become mainstream is faster than ever.

Organisations need to be architected in a way that allows them to embrace new technologies and new ways of working as fast as possible. It will enable government to provide new services, not just make existing services digital. It will also drive efficiencies.

Organisations also need to embrace new ways of delivering software services so new technologies can be delivered quickly and securely. This is where the iterative delivery models of DevSecOps and Agile comes in.

Although these may be fairly new terms to most government organisations, DevSecOps and Agile principles affirm public sector values. Rooted in collaboration, security and flexibility, DevSecOps and Agile values are designed on the understanding that customer expectations are changing, and we need the ability to adapt to change quickly – and continuously.

We need to partner up with technical experts who have the right skills with tried and tested experience in DevSecOps and Agile methodology. Based on these dynamic tools, we can realistically move through a digital project's life cycle, quickly reaping rewards.

Finally, we must remember that this really is only the beginning. Although we estimate that many of our digital projects may be completed in the next 5 years, this doesn't mean the end of our digital transformation journeys. We will replace one project with another, and many projects starting now will require continual iteration throughout the lifecycle of the project, and beyond. This isn't a quick fix, rather it is a dedication and commitment to fundamentally changing digital time. We can also enjoy the collaborative and security-focused drive needed to achieve our full digital potential.

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Zaizi

Our goal is to adapt your company to deal with the evolving world. We're a leader in delivering end-to-end digital services and we can make you efficient, cost-effective and, ultimately, achieve better results.

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The analysis and conclusions contained within this report are the opinions of GovNewsDirect and Zaizi, with specialist contribution from Carrie Kleiner. Carrie wrote The Government Digital Service's first editorial strategy and went on to become the Head of Content and Editor-in-Chief at UK Parliament.



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