

In association with



SURVEYS IN
PUBLIC SECTOR

Hyland[®]

Future Proofing Public Services in 2022/23

Survey Report

Acknowledgements

The research team at Surveys in Public Sector would like to thank everyone who was kind enough to participate in our study, and especially those who found the time to offer additional insight via the comments section.

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Introduction

The government digital landscape is evolving. Today, people are demanding more from public services than ever before, and the platforms, products and services on which they rely must be 'simple, joined-up and personalised' for everyone.

Take, for example, the Government Digital Service which recently announced that it would be taking proactive steps to simplify the way in which citizens access online government services via a revamped GOV.UK app. Similarly, in June 2021, Real User Monitoring was rolled out across GOV.UK to identify problem pages and improve the digital experience of some 335 million annual users.

According to the Cabinet Office, these measures form part of a broader response to a shift in public expectations; a shift accelerated by the COVID-19 pandemic: "Now more than ever, it is important that government responds to people's heightened expectations about the services they use," said Chancellor of the Duchy of Lancaster Steve Barclay. "During the pandemic, people have had to interact with public services in a variety of new ways, including the NHS app and the vaccine booking service. People rightly expect government to be data driven and digitally literate."

Put simply, digitisation is now a matter of urgency for all government bodies. For many, however, it remains an uneasy prospect. If a high percentage of government departments are still reliant on legacy apps and IT infrastructure, what kind of modernisation challenges are they facing? How far along their digital journey are they, and are they leveraging technology as effectively as they could be to empower staff and citizens alike?

These core questions underpin our latest research project: Future Proofing Public Services in 2022/23. In partnership with Surveys in Public Sector, Hyland Software has embarked on an extensive study to identify how central government stakeholders are approaching the digitisation of essential services – both now, and for the future.

Our hope is that, through the findings contained in this report, we can support public bodies as they strive to deliver services fit for the 21st century, and fulfil the promise of government digitisation.

About Hyland Software

Hyland is a leading content services provider that enables thousands of organisations to deliver better experiences to the people they serve. Leveraging intuitive technology, Hyland empowers public sector organisations to focus on what they do best through a blend of managed, consultancy and implementation services.

For more information, please visit:

www.hyland.com/en-GB

The Hyland logo is displayed in a large, green, serif font. The word "Hyland" is written in a light green color, and a registered trademark symbol (®) is located at the top right of the letter "d".

Survey Methodology

Future Proofing Public Services in 2022/23 was conducted by Surveys in Public Sector in partnership with Hyland Software.

The consultation period consisted of two separate surveys to senior decision-makers in central government: Modernising Digital Flow in Central Government and Futureproofing Public Services in 2022/23. These individual surveys ran from 19 October 2021 to 1 December 2021 and 17 February 2022 to 5 April 2022 respectively.

In total, 56 individuals from 47 unique organisations participated in the survey, representing a broad cross-section of job functions across central government, including: Applications Manager, Business Change

Manager, Chief Digital Officer, Chief Executive Officer, Chief Information Officer, Commercial Director, Customer Experience Manager, Data Protection Officer, Director of IT, Head of Digital Operations, Head of Financial Reporting, Head of Software Development and Project Manager.

All survey participants have received a complimentary copy of the key findings report. There was no inducement to take part in our survey, and Hyland Software was not introduced as a survey partner.

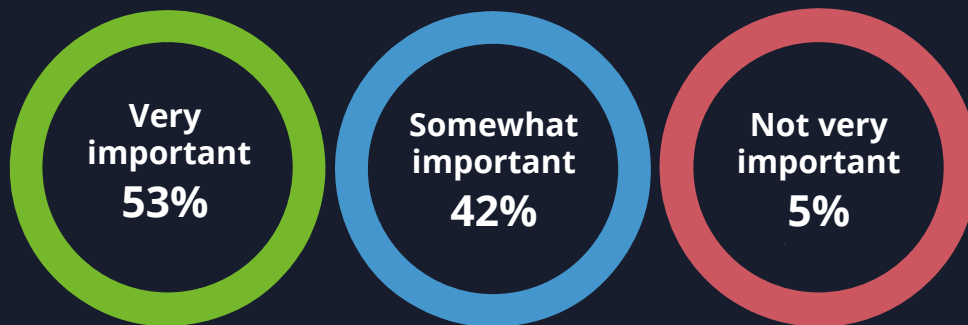
Key Findings

Consolidation of apps is key

In order to identify their priorities, we asked survey respondents in the central government space to tell us how important a single, centralised view of data and content - specifically, emails, documents, video

and audio - is to their organisation or department. Unsurprisingly, 95% said this was either 'somewhat' (42%) or 'very important' (53%).

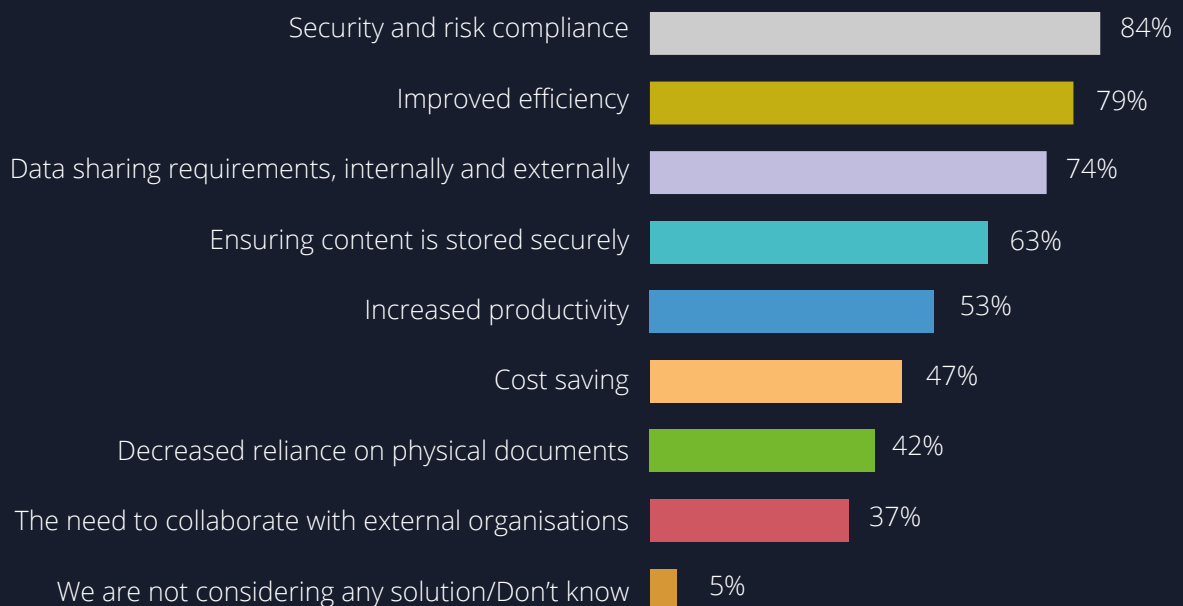
FIGURE 1: In your opinion, how important is it for your organisation/department to have a single platform that can tap into existing systems to provide your workforce a centralised view of data and content (e.g., emails, documents, video, audio etc.)?



But why is this the case? According to our participants, 'security and risk compliance' (84%) is the single biggest driver for centralising data and content, followed by

'improved efficiency' (79%), 'data sharing requirements, internally and externally' (74%) and 'ensuring content is stored securely' (63%).

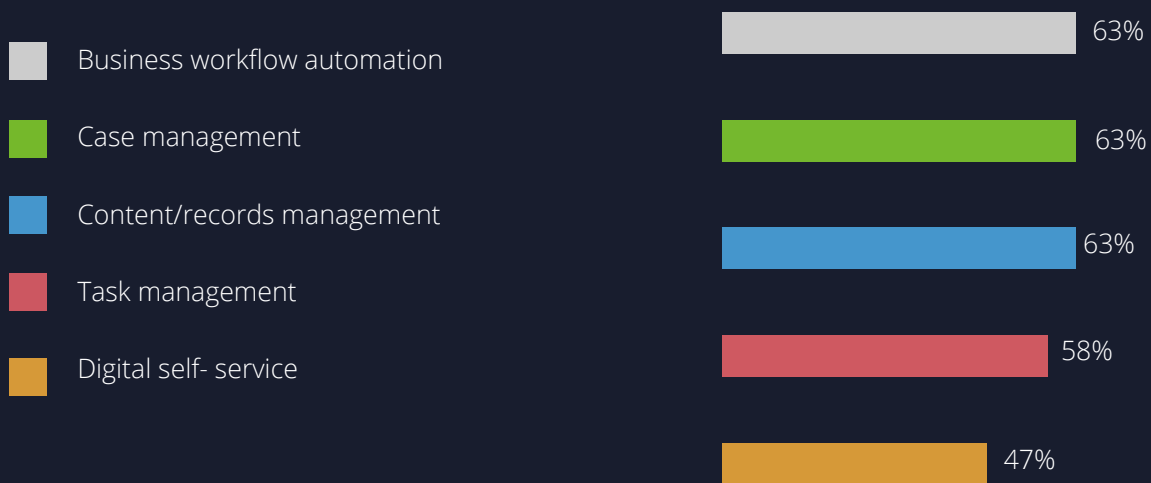
FIGURE 2: What do you believe would be the main drivers for your organisation/department to consider a solution that can centralise and manage your data/content?



However, when asked about the number of apps that their organisation is currently using, the majority of respondents admitted to relying on multiple solutions for 'business workflow automation' (63%), 'case

management' (63%), 'content/records management' (63%), 'task management' (58%) and 'digital self-service' (47%).

FIGURE 3: We're currently using multiple applications to address:



Indeed, 74% of participants said their organisation or department used up to 50 apps to manage data and content. All of which suggests that, while central

government recognises the benefits of a consolidated view of data and content, they are still some way from realising this vision.

Digitisation remains a work in progress

With digitisation in mind, we asked survey respondents to identify the highest priorities for their organisation or department going forwards. In total, 'sharing data securely (both internally & externally)' was a priority for

68% of participants, with 'future proofing public services' (53%) and 'phasing out legacy applications' (42%) also priorities of note.

FIGURE 4: In your opinion, which of the following are priorities for your organisation/department?

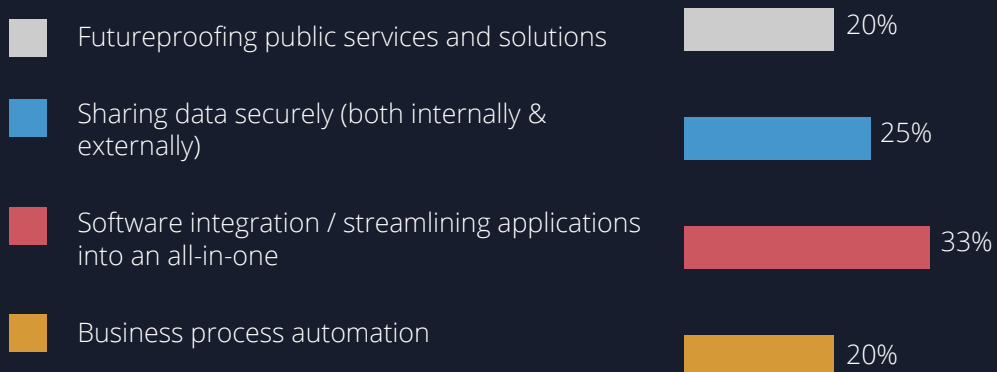


Having established their aims, we then asked respondents to outline potential timescales for implementation. For 33% of participants, 'software integration/streamlining applications into an all-in-one platform' was deemed short-term priority ('in progress'). Similarly, 25% said 'sharing data securely (both internally & externally)' was actively being explored.

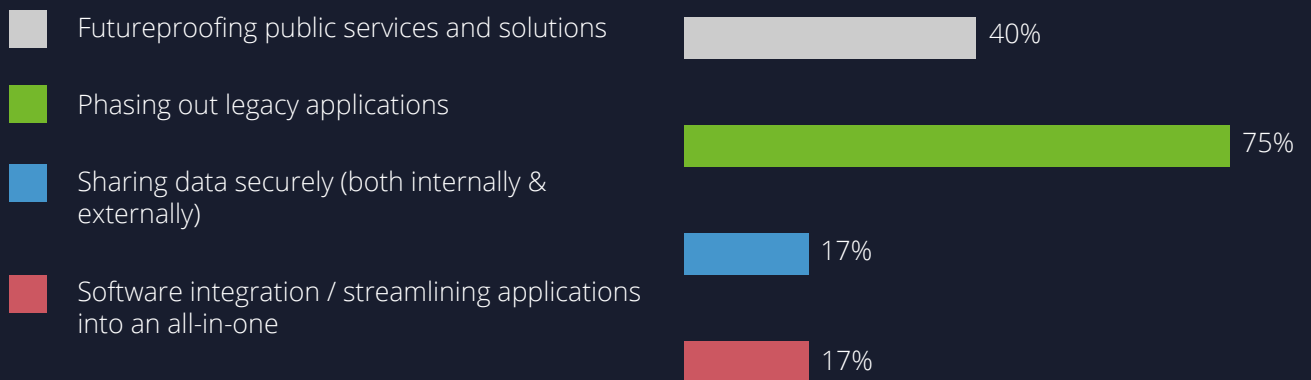
Conversely, 'phasing out legacy applications' and 'future proofing public services' - two of the highest priorities for respondents - were viewed as long-term priorities (2+ years) for 75% and 40% of respondents respectively. This says a great deal about the level of restructuring digitisation requires and central government's continued reliance on legacy apps.

FIGURE 5: Regarding the priorities mentioned previously, what timescales are you currently working towards?

In Progress:



2+ Years:

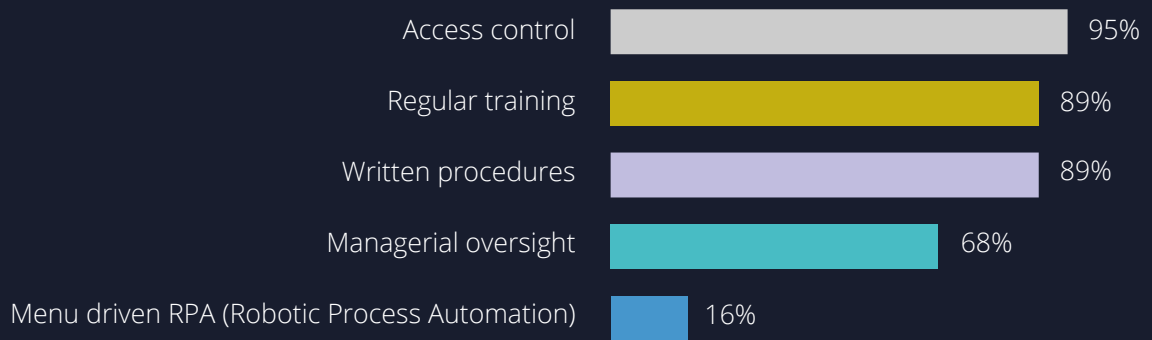


Following on from this, we asked which departments or functions were involved in the decision-making process for their organisation's digitisation. While 'executive/board level' (89%), 'IT' (84%) and 'finance' (68%) ranked highest, answers were broad throughout, which suggests that digitisation is universal - touching many roles and job functions.

Finally, as part of a separate question, we asked participants how their organisation or department ensures employees follow defined business processes

around compliance and governance. 'Access control' (95%), 'regular training' (89%), 'written procedures' (89%) and 'managerial oversight' (68%) all ranked highly. But with just 16% of the vote, 'menu driven robotic process automation' fared slightly less well. This result is especially telling as it indicates that central government still favours traditional methods of oversight rather than modern, automated approaches - perhaps to the detriment of their operational efficiency.

FIGURE 6: How does your organisation/department ensure your staff follow defined business processes to meet your compliance and governance goals?

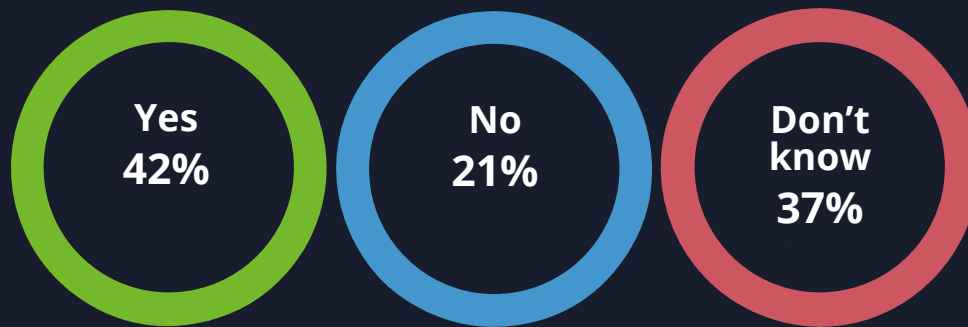


Open source is viable (as long as it's secure)

Over the course of our research, we found that the majority (42%) of survey respondents said their organisation or department was currently using open

source technology - i.e. software for which the original source code is made freely available and can be modified.

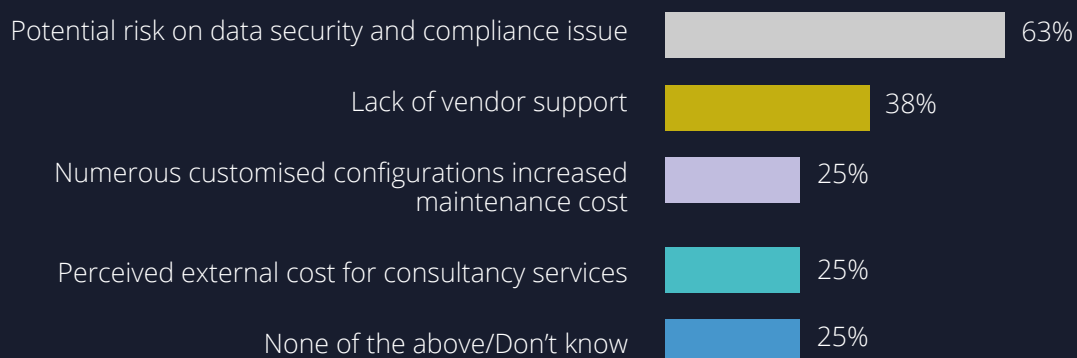
FIGURE 7: Does your organisation/department currently use any Open Source technology?



However, when it comes to maintaining their open source technology, participants said they were encountering a number of challenges, most notably the 'potential risk of data security and compliance issues' (68%). This answer highlights a recurring theme

running throughout our research; legitimate concerns regarding security and compliance. In fact, for those who are not currently using open source technology, 'security and data privacy concerns' were cited as a potential barrier (25%).

FIGURE 8: Is your organisation/department experiencing any challenges in maintaining Open Source technology?



Other, albeit lesser, challenges included 'lack of vendor support' (38%), 'customised configurations increasing maintenance costs' (25%) and the 'perceived external cost for consultancy services' (25%). These observations highlight both the strengths and weaknesses of open






source technology, and illustrate that - while it certainly has a place within the public sector - these solutions must be adaptable, secure and cost-effective.

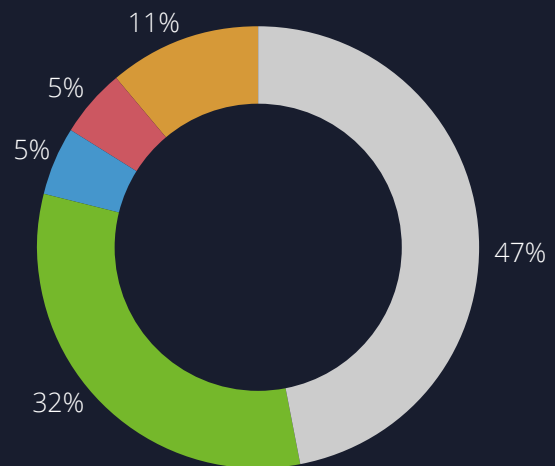
Working practices have changed but technology must follow suit

Finally, in response to recent, widespread changes to traditional working practices, we asked survey respondents to tell us how their organisation or department plans to function in the near future? In total, 79% said either all (47%) or some (32%) of their

staff would have 'a mix of office and home working'. The adoption of an apparent hybrid model is a key indicator that the government working environment has fundamentally changed.

FIGURE 9: Thinking about the recent changes to working practices, what is your organisation/department's plan for the way in which your team will work in the future?

-  All of our staff will have a mix of office and home working
-  Some of our staff will have a mix of office and home working
-  Some of our staff will be office-based, and some will be home-based
-  Other - please specify
-  Don't know



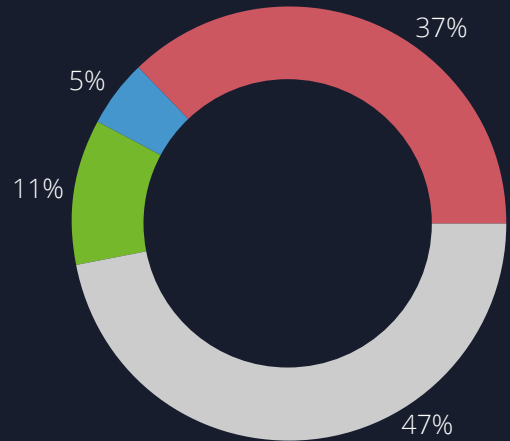
However, it's worth noting that hybrid and remote working may be fuelling some of the security concerns so prevalent in our research. Central government may have successfully transitioned to a new way of working, but - given the amount of legacy apps in use - the technology they rely on is likely to be lagging behind.

Additionally, when asked about their organisation or departments approach to resourcing in 2022, 47% of

participants said they were looking to consolidate their teams and increase the amount of permanent, in-house resources available. This demonstrates that the central government is well aware of the skills and resourcing challenges they face, and is now looking to address these issues on a permanent basis.

FIGURE 10: Which of the following statements do you think will most reflect your organisation/department with regards to resourcing service delivery in 2022?

- We will look to grow our team of permanent resources
- We will look to outsource more services alongside our core delivery team via Statement of Work (SoW) and Work Package solutions
- We will be looking to move to a more flexible contingent (contractor-led) model of delivery
- Don't know



Conclusion

The people have spoken: Central government decision-makers have identified their top priorities when it comes to modernizing their agencies' digital presence. They include:

- **A single, centralized view of content and data (95% of respondents describe that as somewhat or very important)**
- **Improved data security and risk compliance (84% term this is a main driver for seeking data centralization)**
- **Improved efficiency and subsequent ability of staff to focus on more strategic efforts (79%)**
- **Meeting internal and external data sharing requirements (74%)**

So we know the reasons why so many central government agencies are considering a deepening of their digital transformation. Now the question becomes: How do these agencies get there? How can those decision-makers take those preferences and priorities and implement them into their digital transformation?

The first key element is to embrace change: Hesitancy, especially with mission-critical processes that affect the agency and constituents and will take time to overhaul and execute, is to be expected. However, with more

exposure across the agency to how these processes are evolving and opportunities to become more efficient and collaborative, any internal concerns hopefully will be demystified.

Once internal buy-in is achieved, partnering with a content services provider like Hyland on your digital transformation is paramount – that partner will provide you with solutions that are expertly tailored to your needs and industry, and intelligently automated so your team can focus on high-value work. Those solutions allow your agency to be agile and adaptive to support (likely pandemic-induced) evolving requirements, and are designed for streamlining workflows and business processes.

It won't happen overnight, though. In the short-term, many respondents indicated they were prioritising, streamlining the many applications these agencies may be using across the organization – all while integrating with government systems already in place. In the long-term, as a natural follow-up, legacy applications will be identified and phased out, further optimizing agencies' operations.

In the meantime, agencies will become more efficient and more effectively serve their constituents – a welcome development for all involved.

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