



# Driving digital transformation in the Public Sector

# The State and digital transformation

Government institutions provide millions of citizens with essential public services, improving lives and general standards of living. However, in the shadow of a recovering economy, tighter budgets and reduced staff numbers, many agencies struggle with providing a world-class experience to their citizens. On top of this, public sector contractors, manufacturers, suppliers, and the members of the public often hold a negative perception of their experiences with these institutions.

Whilst innovations in business technology have transformed minimal gains in efficiency into potentially massive leaps forward in how everyday processes are conducted across industries. For examples, advances in technology over the past ten years have provided the healthcare industry in the

United Kingdom with extraordinary tools for changing the way patients are treated. Hospitals can now collect more data than ever before, and this can be used to provide patients with more streamlined and effective care. Internet of Things (IoT) devices can provide real-time health data to patients and doctors alike.

One of the major solutions proposed to deal with these issues is encapsulated in the term 'digital transformation', which has been a major focus in recent times for organisations in the private sector and healthcare. This white paper will look at how, by adopting the right technology solutions, the public sector can improve the services and experiences it provides its citizens.

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7% of UK councils and government agencies were identified as ‘digitally maturing’ organisations. That’s compared to an average of 13% for the rest of the world<sup>1</sup>.

# The nature of the sector

Because of the nature of the sector, the potential to implement more efficient processes is often stifled by regulations and a lack of flexibility. This extends to investments in new technology, where it can often take a long time for the latest tools to filter through. It’s this kind of environment that keeps the idea of digital transformation as just that: an idea.

Research from analysis Deloitte, which investigated the trends towards digital transformation in the public sector, found that public sector organisations in the UK view themselves as the least prepared for digital transformation.

For those UK public sector institutions looking to implement faster internal processes, higher levels of productivity and reduction in expenses, the potential of digital

transformation is highly attractive. It promises reduced capital expenditure and better quality of service for citizens. But the reality of such a transformation is complicated and challenging.

## The push for transformation

However, despite the poor numbers above, the UK government and local councils are now pushing forward an agenda that reflects the needs of the people of the UK by enabling the government to work in a more modern way. The Government Transformation Strategy 2017 to 2020<sup>2</sup> was announced in early 2017 as the next step to the work done in the 2012 Government Digital Strategy and represents commitment to digital transformation.

<sup>1</sup> Deloitte. 2017. The Journey to government’s digital transformation. Online source: <http://bit.ly/2GjEJMj>

<sup>2</sup> Cabinet Office. 2017. Government Transformation Strategy 2017 to 2020. Online source: <http://bit.ly/2kuUpDe>

## You can find Fresh on the G-Cloud

The G-Cloud had been in operation since 2012 and by 2013 there was 1,200 providers and 13,000 cloud and specialist IT services. By 2016 this had increased to 2,726 providers and access to over 26,000 services<sup>4</sup>.

There are three likely reasons for this push:

1. Emergence of the UK-based data centres- there is now less hesitancy to use Microsoft solutions in the cloud because of these new facilities built in the UK. This is a giant leap forward for the adoption of cloud services in the public sector and the UK Ministry of Defence and an NHS trust are among the institutions that have adopted (or are set to adopt) cloud-based solutions<sup>3</sup>.

2. People who have worked in the private sector are now in elevated positions in the public sector- these public servants have certain expectations on what IT solutions and services should be invested in, which has accelerated the pace of change. In the past, public servants may have 'made do' with what they had and the impetus to change was not as strong.

3. Timing- the private sector has now been using Office 365 as a primary IT solution for the last two to four years. This is often the length of time it takes the public sector to begin catching up with private business.

These three reasons work in combination to drive transformation and adoption of the cloud and Office 365. Let's look into this further.

### The UK Government G-Cloud

The G-Cloud is an initiative targeted at easing procurement of IT cloud services by public sector organisations in the UK and is in correlation with the government's cloud-first approach to IT.

The G-Cloud consists of:

- A series of framework agreements with suppliers, from which public sector organisations can buy services without needing to run a full tender procurement process
- An online store – the “Digital Marketplace” - that allows public sector bodies to search for services covered by the frameworks.

<sup>3</sup> BBC. Microsoft's UK data centres power up cloud services. 2016. Online source Available online: <http://bbc.in/2cjfugS>

<sup>4</sup>

**“The cloud liberates you from the shackles of old systems. You don’t need so many people fiddling about with computers and you can programme new technologies quickly<sup>5</sup>.”**

ANDREW GRANT  
CHIEF EXECUTIVE, AYLESBURY VALE  
DISTRICT COUNCIL

## Digital transformation in the public sector and the role of Office 365

In this ever-changing IT environment, it’s important for decision-makers in the sector to understand the trends and challenges facing professionals working with key enterprise platforms.

SharePoint remains the most widely used hub for modern businesses<sup>6</sup>, while Office 365 is increasingly the first choice for a productivity platform in the cloud . These two platforms form the foundation of many companies’ IT environments, and provide a springboard for digital transformation. It is essential for IT leaders in the public sector to understand how these platforms can meet the needs of their employees, and then use this knowledge to guide their digital transformation strategies. In the next sections, we will focus on:

- What a successful digital transformation looks like
- Why adoption plays a key role in digital transformation
- The value a modern Intranet can play in adoption

<sup>5</sup> Woolnough, Roisin. Public sector: HR: Why digital transformation is so vital. Available online: <http://bit.ly/2DHq93u>

<sup>6</sup> CIO. 2015. Why companies are switching from Google Apps to Office 365. Available online: <http://zd.net/1Q4L2z>

**“In our business of almost 150,000 people, engagement is a key concern. In a business of our scale, you don't even get started without engagement”**

JUSTIN KING  
SAINSBURY'S, CEO

## Digital transformation: a picture of success

Digital transformation is fundamentally about exploring how to adopt technology in a way which changes how an organisation works and how services are provided to customers. For a local council, that might mean allowing citizens to send photos of potholes with a GPS location to public servants. For HMRC, it might mean including customer service 'chat bots' on their websites to guide users through the process of filling out tax returns.

### Obstacles to IT change in the public sector

A report by McKinsey, the business consultancy, explored the specific challenges faced by the public sector when attempting to digitise their services. The research revealed that public sector IT projects requiring business change were six times more likely to experience cost overruns and 20% more likely to miss deadlines than private sector initiatives<sup>7</sup>.

Key causes include:

- Fragmented systems used by different departments, including multiple platforms and diverse taxonomies
- Having to join up different agencies and other complex management issues
- Differing organisational mandates
- Longer buy-in timelines
- Maintaining long-term IT strategies, even when political administrations change

Understanding how other companies and institutions have made successful digital transitions is a good way to decide what steps to take. It seems universal that organisations that have successfully led the change to a more streamlined and digital infrastructure have several things in common. They typically:

- Understand their environment
- Recognise opportunities for change
- Have clear business objectives

<sup>7</sup>

McKinsey&Company. Public-sector digitization: the trillion-dollar challenge. 2014. Available online: <http://bit.ly/2GrFcMc>

## ROI analysis

What will be the projected cost savings in a move to digital processes? Being able to calculate and understand the finance and other important statistics related to a move to the cloud can be a tricky part of the strategy – because of the many variables in play. Having the ability to visualise and project figures is very important to the project's ultimate success.

Understanding the relationships between the infrastructure of an institution, the applications used and the data acquired, is essential to understanding how systems

### Understanding how and where transformation should happen

By combining the understanding of enterprise architecture with financial analysis, organisations in the public sector can begin to identify how change might realistically take place in an institution. For example: which services would benefit the most from updated software or added functionality, and the total cost of implementing such change.

This is beginning to happen with the introduction and adoption of cloud technology. The public sector is now openly adopting cloud technologies for several reasons, the most common of which are:

- It decreases the risk to service while avoiding large costs
- Lowers overall service cost through use of commodity IT services
- Enhances operational effectiveness while maintaining control
- Enables self-service to customers

### The key factors for a digital strategy

- Clear and coherent leadership narrative – what are the reasons for 'going digital'? It's important to understand the core improvements that are being aimed for, meaning plans can be designed and implemented and success measured.
- The landscape of the move – how will the plan take shape based on the services that the public relies on? Also, consideration must be given to how systems will continue to be managed while the transformation takes place; how data, employees and processes can be moved without causing chaos.
- The role of the service users – how will citizens fit into an organisation's plans? The focus of digitally transforming public sector institutions comes down to providing better services for the public. They must be central to any strategy both for the improvements and the disruptions to services while improvements are being made.
- The role of employees – how will changes affect staff, and how will potential turnover affect an organisation's ability to provide services?





# The first steps to transformations success

It's clear that digital transformation can be a big endeavour to take on and there are often many steps involved. But transformation is not the same thing to everyone. Transforming digitally is an incremental process and will be different depending on the institution or organisation in question.

There are, however, several steps that almost all organisations should at least consider in their digital transformation journey:

1. Migrating to the cloud
2. Automating processes
3. Adopting innovative solutions

One of the key technology trends driving digital transformation is cloud computing. While a transformation isn't as simple as 'moving to the cloud', leveraging the power of cloud computing is an essential component to improving an organisation's internal process and external services. Let's

take a look at the first steps on a typical digital transformation journey.

## 1. Migrating to the cloud

A move to a cloud-based productivity platform is an important first step for institutions trying to update their processes. A platform such as Office 365 can bring enormous benefits, from huge storage capacity to mobile working and a more flexible way of managing an institution's communication and collaboration environments. Here's a snapshot of Office 365 benefits:

- 99.9% uptime guarantee
- Constantly updated to the latest technology
- Data security and control
- Anytime, anywhere access
- Predictable monthly cost
- Larger storage
- A great springboard for further transformation

## Some key innovative tech trends that will drive digital transformation:

- Hyper connectivity
- Cloud computing
- Internet of Things (IoT)
  - Cyber security

### 2. Automating processes

Public institutions produce a wide range of reports, tickets, documents and records which are essential for both external contractors and members of the public for all sorts of reasons – from tax refunds to paying parking fines. Most of these documents can only be produced by following pre-established processes to collect the data and act. To create them, it is essential to capture data efficiently, ensure it is treated correctly and dealt with in a timely manner. Processes like these are ripe for automation and digitisation which will drastically reduce the human error associated with manual repetition, along with clearing up confusion, and preventing employee frustration.

When employees have less monotonous admin tasks to complete, they can concentrate on work of far higher value. This includes providing a better service to the public.

### 3. Adopting innovative solutions

By embracing innovation, public sector institutions can make the most of a new 'smart' world, where traditional processes are disrupted, made more efficient and improve the lives of citizens. This could be

in the form of easier payment procedures for fines, or smart maintenance of towns and cities using IoT sensors.

Of course, an innovative solution is only as good as its adoption percentage. In the next section, we'll look at how adoption of a cloud-based productivity platform like Office 365 can be helped along by the introduction of an organisation-wide Intranet solution.



## Transformation: measured by adoption, enabled by your Intranet

The steps towards (and ultimate success of) digital transformation in a public-sector institution can be measured by adoption of the tools and new processes that are introduced. It's not just about making the latest tools available for public sector workers. Driving adoption and consumption of the new technology is crucial to the process of digital transformation in a public-sector organisation. This should be done by highlighting new digital initiatives and proving why they should be adopted.

Alongside the 'physical' adoption of the new technology there must also be an adoption of a new culture. The form this culture takes will be specific to individual institutions. It could be as simple as using Microsoft Teams over email for internal processes; it could be council engineers monitoring the state of roads for traffic safety via a mobile device instead of a paper reporting process.

### What we mean when we talk about adoption

People often dislike change and moving to a

new tool at work can be disruptive. So, there are important steps that an organisation needs to take to make sure adoption is a success.

### A quick-glance at an adoption strategy

Confidence in the new system – will it work for end users?

Risk control – compliance and governance  
Change management – steps to encourage change

Pace of change – is there a timeline to the new system?

Type of innovation – a product innovation or a process innovation, or both?

Complexity of innovation – is it a single aspect of change or wholesale changes?

### The intranet breeds tech adoption

The idea of investing in the latest IT solutions to enable more efficient process is great but it doesn't mean a lot if your users don't use the new tools or adapt to the new-look environment. This is where a fully functional intranet plays a large role in enabling adoption.

## A great intranet should be a place

### where users:

- Start and finish their day
- Make connections with each other
  - Form teams
  - Collaborate on work
- Comment on each other's work
- Access valuable information to current events and events central to their work

Most public-sector intranets are out of date, unused and unloved by the employees that should rely on them for knowledge sharing, internal communications, and institution-wide collaboration. This is an area that a lot of organisations are missing out on. There's wealth of benefits that a sophisticated, intuitive and modern intranet can bring to the digital transformation conversation.

### A Fresh approach for the public sector

Implementing new collaboration and communication tools can seem like a big challenge for many public-sector institutions. There are very industry-specific concerns that exist; for example, budget concerns, governance and compliance considerations, bureaucratic processes and traditional platforms that have been in use for a long time, are all reasons that add to the difficulty of moving to new solutions.

This is where Fresh Intranet from Content and Code comes in. Fresh offers a powerful, yet simple to use, communication and collaboration solution that enables public sector institutions to get the most from the collection of tools in SharePoint and Office 365.

Let's see how two institutions have adopted Fresh Intranet to help improve public services:

### Dorset & Wiltshire Fire and Rescue Authority

– use their Fresh Intranet as a front-end to Office 365, helping to make it user-friendly experience to collaboration, and introducing them to the new Office 365 features without overwhelming them. Some of the biggest benefits they have experienced are to do with targeted content, people search, on-boarding centre processes for new employees, and responsive tablet and phone content.

### The Quality Assurance Agency for Higher Education

- An organisation that works with a high volume of documentation, the QAA needed a document management framework. Fresh provided this along with a more communications-focused experience, delivering news content alongside the managing of office documents that are key to their processes. Fresh did this with immediate effect and was a huge step forward for collaboration at the organisation.

## Why the public sector loves Fresh:

- Management can deliver more creative and personal messages
  - Boosts employee engagement
    - Easy to use and adopt
  - Saves time searching for information
    - Promotes better collaboration
- Breaks down hierarchical and information silos
  - Mobile/responsive design
- Boosts adoption of new tools and solutions

### Fresh as a stepping stone to digital transformation

Fresh is a practical and dynamic way to enable end users to get their work done in the cloud, thus helping to drive adoption in cloud computing. This is a stepping stone to more advanced digital transformation, including using the Internet of Things to maintain public infrastructure or automating the process of dealing with council complaints.

To achieve these ambitious goals, organisations must realise that adoption of a cloud-based IT infrastructure is the first step. And a sophisticated intranet solution, like Fresh, is an important component in this initial adoption.

The intranet should be the 'central command' for employees, where they begin and end their workday. It should be purpose built to give them access to the IT technology and solutions that they have adopted as part of the institution's digital transformation.

An intranet solution should encourage employees to use the available tools to make their job easier as well as improve the general public's experience using that

institution's service. By bringing Office 365 tools and solutions together, Fresh boosts adoption and enables the Microsoft platform to go further as an investment.

### The springboard to a digital future

Content and Code are a Microsoft Gold Partner with over 16 years of experience in the world of enterprise IT. We have led deployments of Microsoft technology at organisations across the UK and internationally. Fresh is our cutting-edge intranet solution that is designed to help bring your business together so it communicates and performs better.

Importantly, when it comes to digital transformation in the public sector, our services are delivered on the UK Government G-Cloud. This is an initiative targeted at easing procurement of IT cloud services by public sector organisations in the UK and closely follows the government's cloud-first approach to IT.

To see how Fresh can help your organisation's digital transformation, get in touch with Content and Code today.

# Who wants what from an intranet?



**Intranet Managers** sitting between Communications and IT. They want something that looks great and is intuitive to use.



**Finance Directors** want value for money. Fresh will save over £150,000 of upfront development.



**CIOs and IT Directors** want to get value from Office 365 with swift deployment and rapid adoption.



**Comms Directors** want to engage with their staff on any device, anywhere; delivering creative content that boosts employee engagement.



**HR** want a one-stop portal where employees can find information easily, collaborate, and work in a way which suits them.

# What could Fresh do for your organisation?

For too long, businesses have put up with intranets which are perfectly functional in theory, yet fail to actually fit around how people work. Fresh trumps these traditional intranets. With modern, mobile and interactive features, Fresh provides an intranet that employees will love, not loath, and that fits around the way they work in real life.

To learn more about Fresh Intranet, visit [www.freshintranet.com](http://www.freshintranet.com), or to organise a demonstration get in touch via email or telephone.



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