TRANSFORMING CORPORATE SERVICES
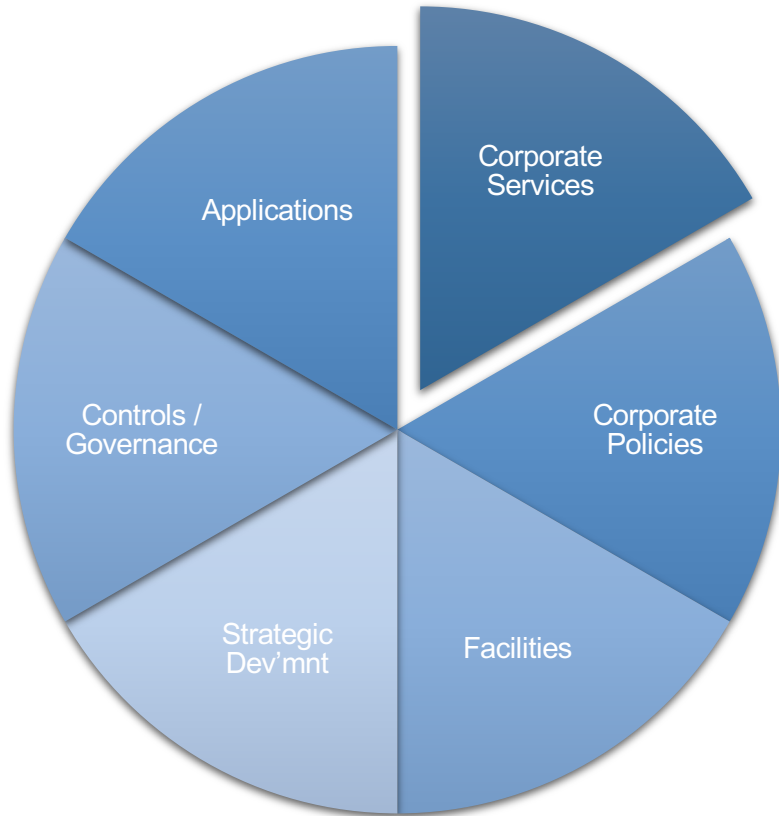
DIGITAL SCOTLAND 2022

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of Scotland**
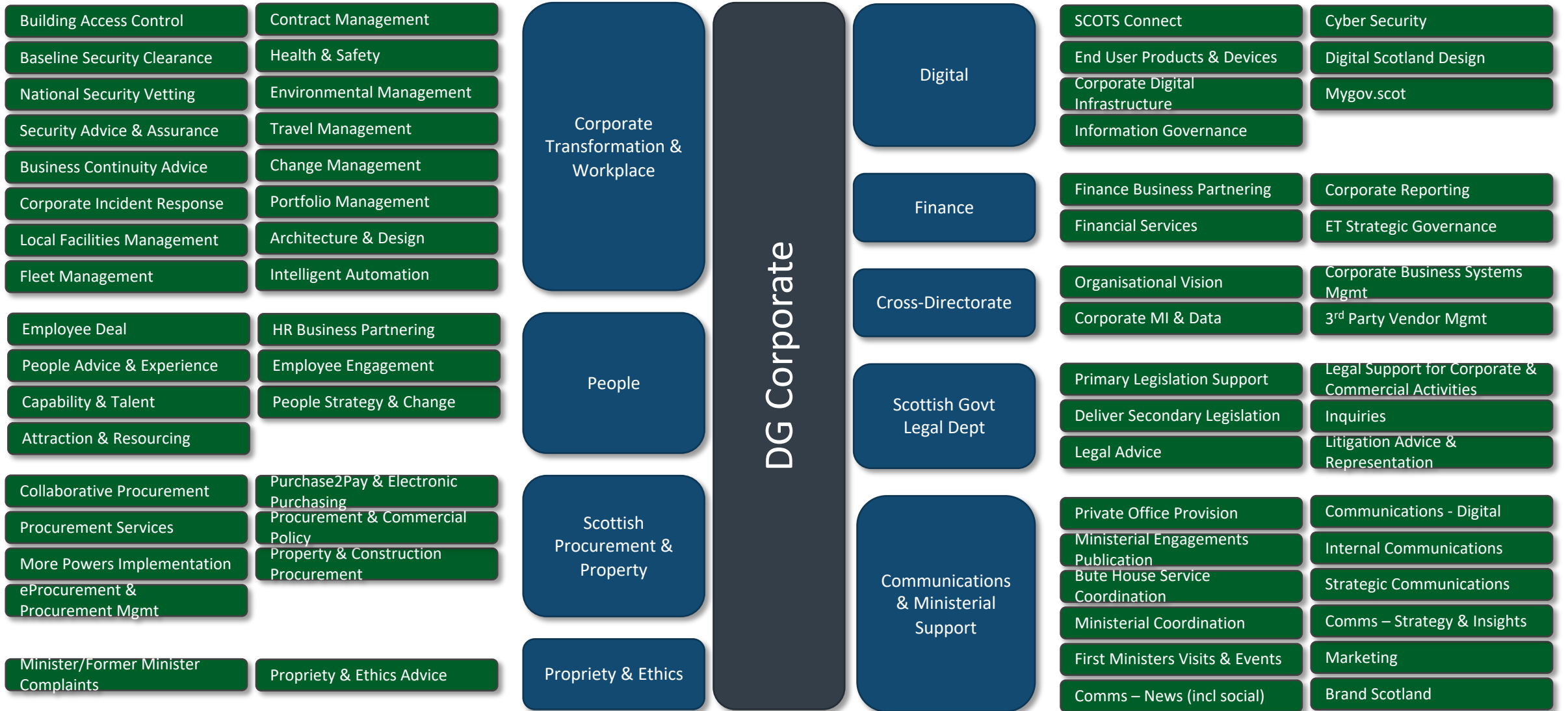
Why?

Unpacking 'Corporate'

Typical 'corporate' themes

(Pie chart segments: Corporate Services, Corporate Policies, Facilities, Strategic Dev'mnt, Controls / Governance, Applications)

❖ It's certainly more than a provider of corporate technologies. There are many opportunities to create value

❖ The corporate centre in large organisations typically plays a key role in the management and functioning of the organisation as a whole.

❖ It provides the policies, services, tools, funds, governance structures, facilities, and people that solve shared corporate problems once, for the benefit of all.

❖ It is somewhat traditional to both rely heavily upon the corporate centre, and bemoan its influence.

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DG Corporate

Corporate Transformation & Workplace

Building Access Control	Contract Management
Baseline Security Clearance	Health & Safety
National Security Vetting	Environmental Management
Security Advice & Assurance	Travel Management
Business Continuity Advice	Change Management
Corporate Incident Response	Portfolio Management
Local Facilities Management	Architecture & Design
Fleet Management	Intelligent Automation

People

Employee Deal	HR Business Partnering
People Advice & Experience	Employee Engagement
Capability & Talent	People Strategy & Change
Attraction & Resourcing	

Scottish Procurement & Property

Collaborative Procurement	Purchase2Pay & Electronic Purchasing
Procurement Services	Procurement & Commercial Policy
More Powers Implementation	Property & Construction Procurement
eProcurement & Procurement Mgmt	

Propriety & Ethics

Minister/Former Minister Complaints	Propriety & Ethics Advice

Digital

SCOTS Connect	Cyber Security
End User Products & Devices	Digital Scotland Design
Corporate Digital Infrastructure	Mygov.scot
Information Governance	

Finance

Finance Business Partnering	Corporate Reporting
Financial Services	ET Strategic Governance

Cross-Directorate

Organisational Vision	Corporate Business Systems Mgmt
Corporate MI & Data	3rd Party Vendor Mgmt

Scottish Govt Legal Dept

Primary Legislation Support	Legal Support for Corporate & Commercial Activities
Deliver Secondary Legislation	Inquiries
Legal Advice	Litigation Advice & Representation

Communications & Ministerial Support

Private Office Provision	Communications - Digital
Ministerial Engagements Publication	Internal Communications
Bute House Service Coordination	Strategic Communications
Ministerial Coordination	Comms – Strategy & Insights
First Ministers Visits & Events	Marketing
Comms – News (incl social)	Brand Scotland

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Legend:
- Directorate
- Service

Contributing to organisational performance

Most would agree that **sub-optimal** operations will have a **negative effect** on our collective ability to deliver for the people of Scotland.
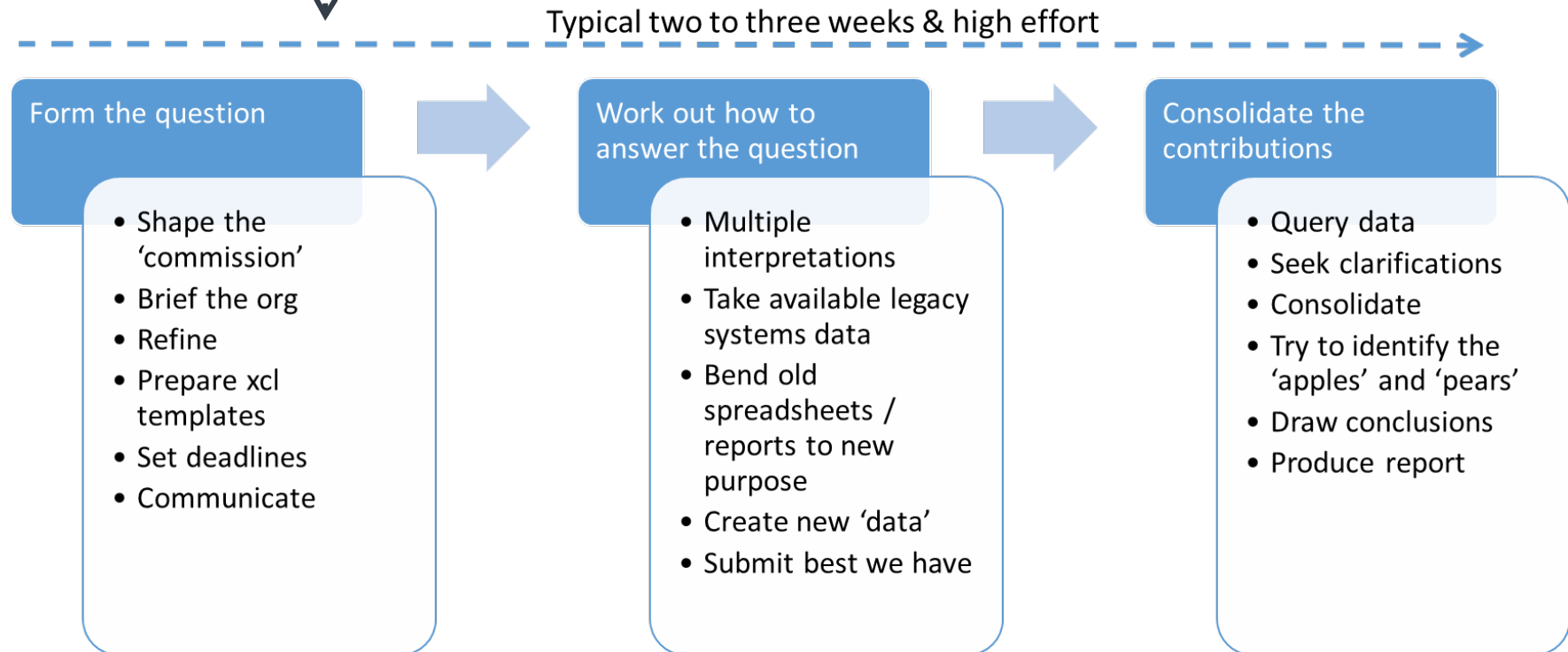
The **reverse** then is also likely to be true, but it is **hard to prove**, with data.

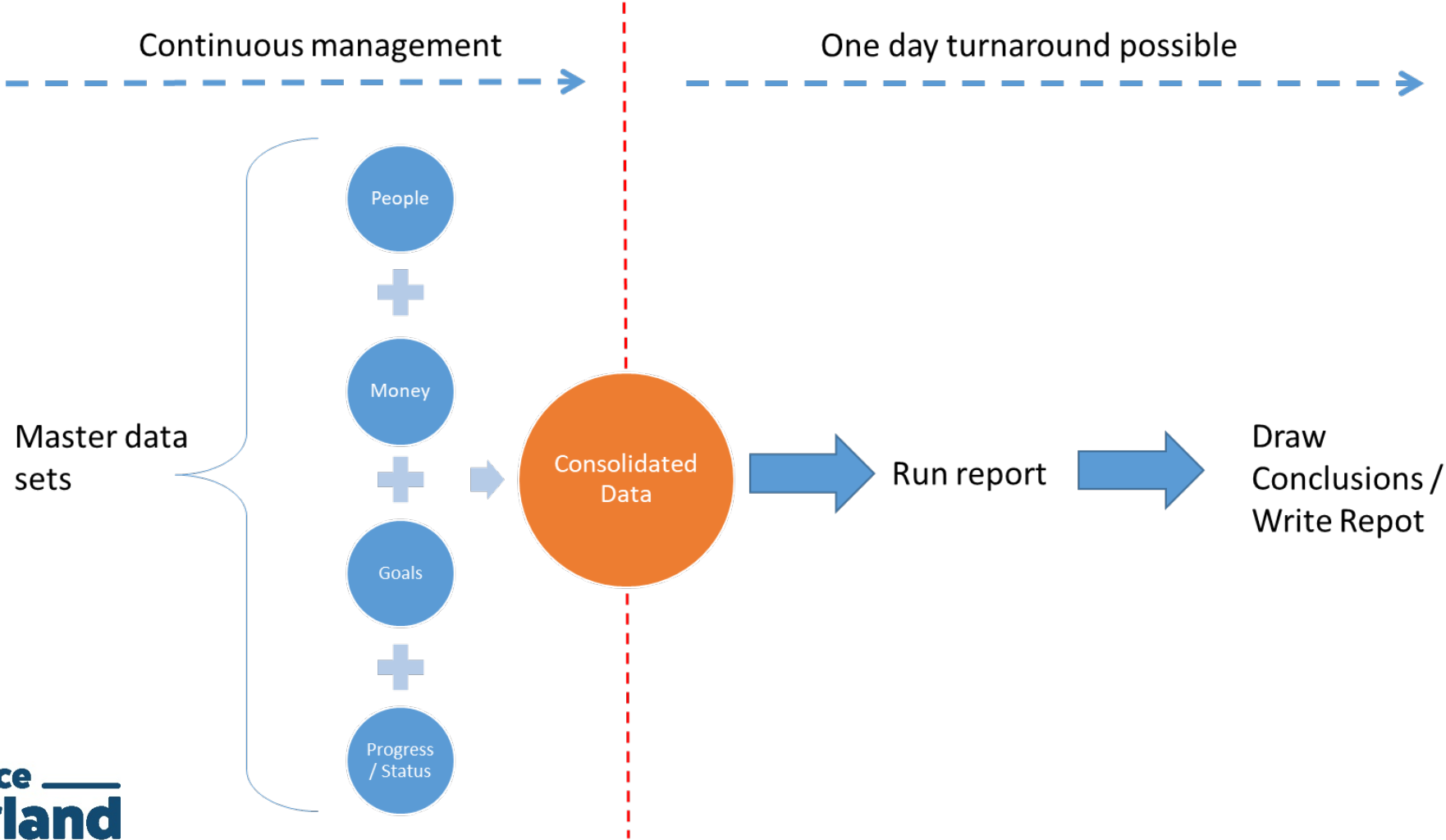Building **collective belief in the value** of improved corporate services is key to transformation success.

Better outcomes

Culture of continuous improvement

Operational Improvements
(Improving how we work)

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Making the case, one example at a time

The 'typical' commission for 'people & money' data:

Typical two to three weeks & high effort

Form the question
- Shape the 'commission'
- Brief the org
- Refine
- Prepare xcl templates
- Set deadlines
- Communicate

Work out how to answer the question
- Multiple interpretations
- Take available legacy systems data
- Bend old spreadsheets / reports to new purpose
- Create new 'data'
- Submit best we have

Consolidate the contributions
- Query data
- Seek clarifications
- Consolidate
- Try to identify the 'apples' and 'pears'
- Draw conclusions
- Produce report

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There is a better way. Getting there is the challenge

Old problems versus new problems

Old problems

- Highly manual
- Data inconsistency
- Difficult to consolidate
- Takes too long
- Fresh commission for every question
- Very expensive, in terms of resources locked up with such tasks

New problems

- Master data management mind-set
- User adoption & proficiency with tools
- Data quality management
- Need to standardise on data nomenclature, dictionary, etc.
- Culture change required
- Expensive, to acquire and implement the change

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Corporate services are critical to the effective running of the organisation, and our collective performance.

How?

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Conditions for success

Change Themes
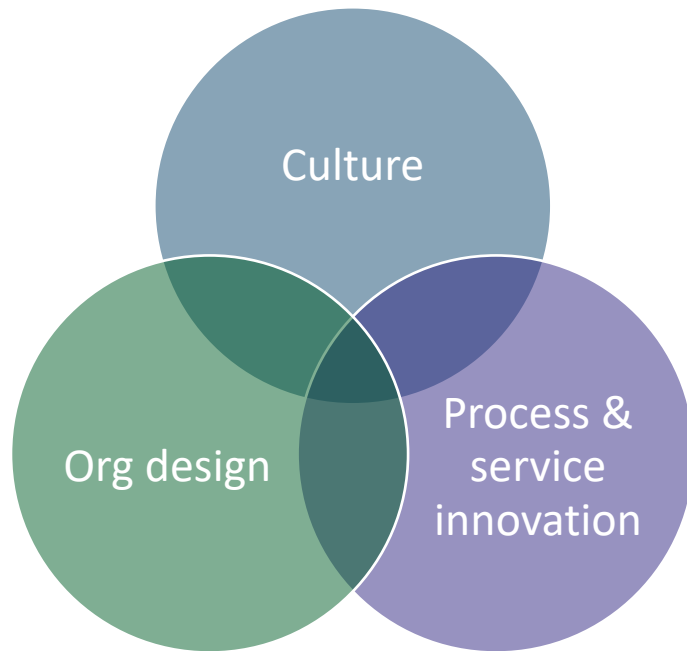
Culture
1. Mind-set – one of continuous improvement, lean, shared, and digital enablement
2. Expecting (demanding!) more from technology

Org Design
1. Designing how we best work in the future, and moving towards that operating model
2. Systems thinking, free from boundaries

Process & service innovation
1. Digital, shared, lean, sustainable
2. Solve once, use many times
3. Commercially attractive

Our approach to corporate improvement

We set out an approach to Corporate Transformation

1. Opportunities for improvement
2. How we will prioritise
3. Coordinated delivery
4. Benefits management

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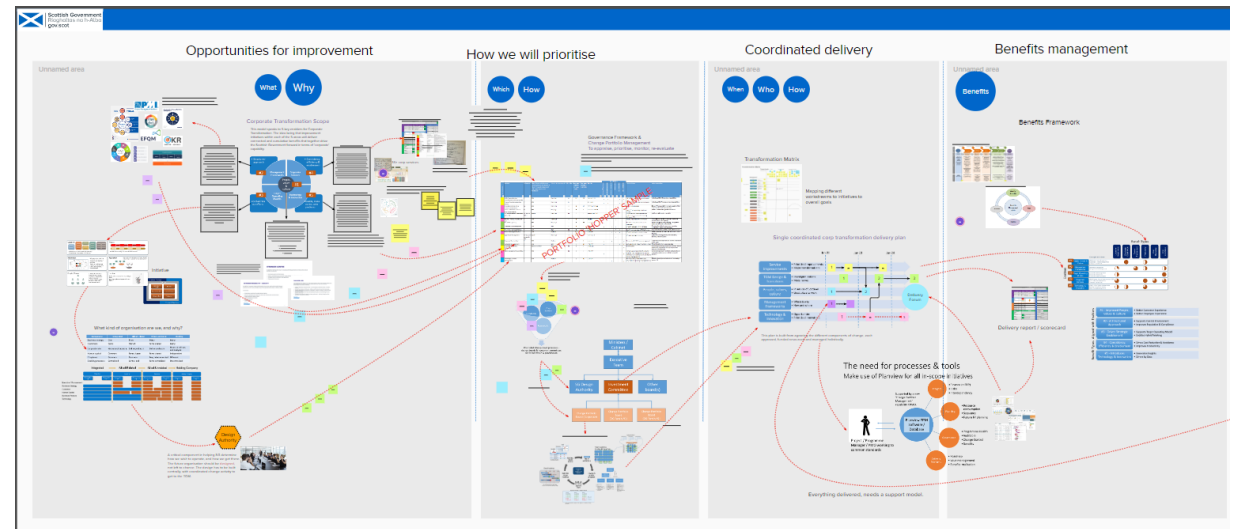
Progress: Processes & Mechanics

Service Catalogue / Maturity Scores Version #1 available

Change Portfolio 'Hopper' scoring / prioritisation method now ready for experimenting

Transformation work streams taking shape

Process Management focus increasing

Benefits framework for consistent project appraisal built

'Strategic Design Authority' concept being explored.

Delivery roadmap concepts being developed

Corp Technology Innovation Ideas & blueprints emerging

Planview PPM built and ready to track Corporate initiatives

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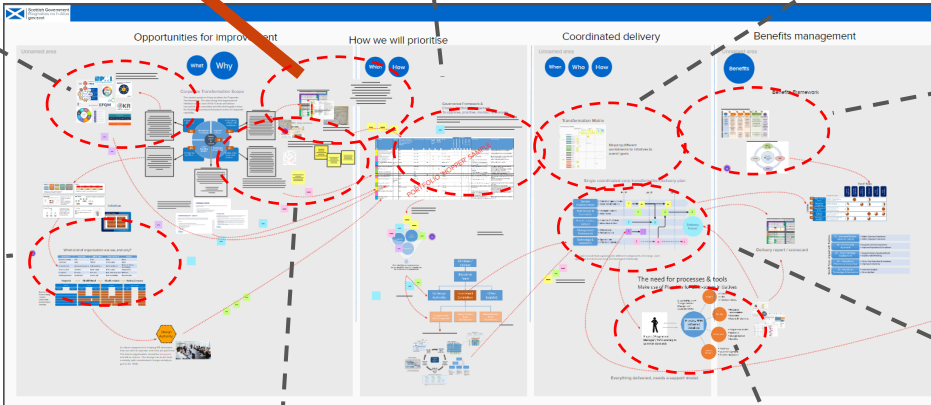
Service Catalogue Development

1. Understand scope
2. Understand maturity
3. Build dissatisfaction with the status quo / desire for change
4. Look at things through an ItSOS lens.

Collection of consistent set of characteristics to define each service

5 maturity 'elements' graded to inform overall maturity level

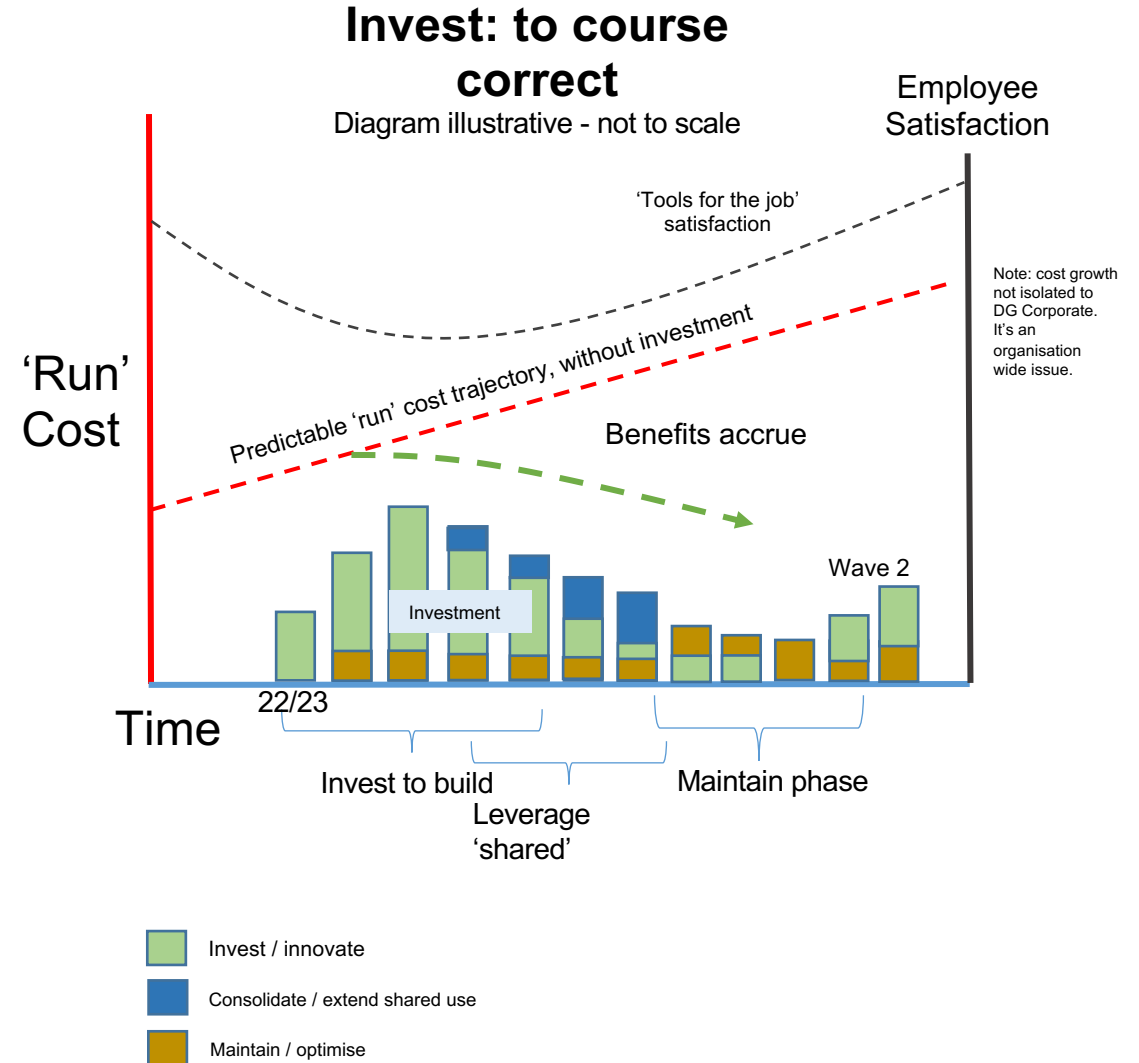The Service Catalogue

Exploring the 'architecture'

Future vision: A Corporate 'platform'

- A corporate 'platform' would be an ecosystem of **services, processes, data and technologies** that together deliver economies of scale, standard processes, new controls, and insights.

- Reducing the need for local solutions that are costly to build and maintain

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How we build / deliver sustainable corporate services for the future

1. Each service needs to perform at a level that meets our needs, but does so at the lowest price point possible.

2. These services need to be sustainable: service quality & continuity at an acceptable price.

3. The customer experience encourages high levels of utilisation, reducing demand for local 'shadow' services.

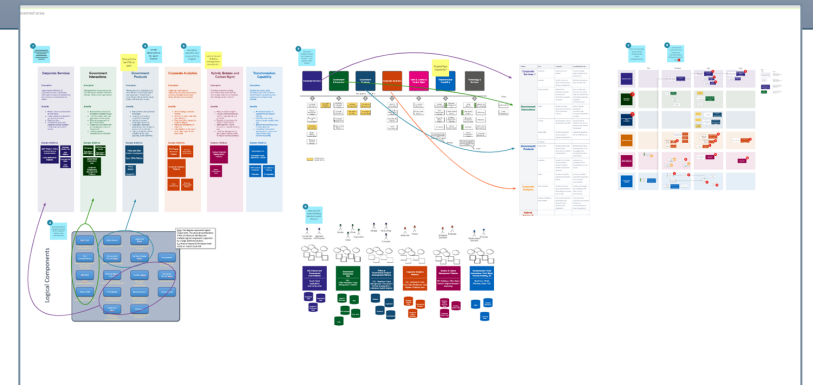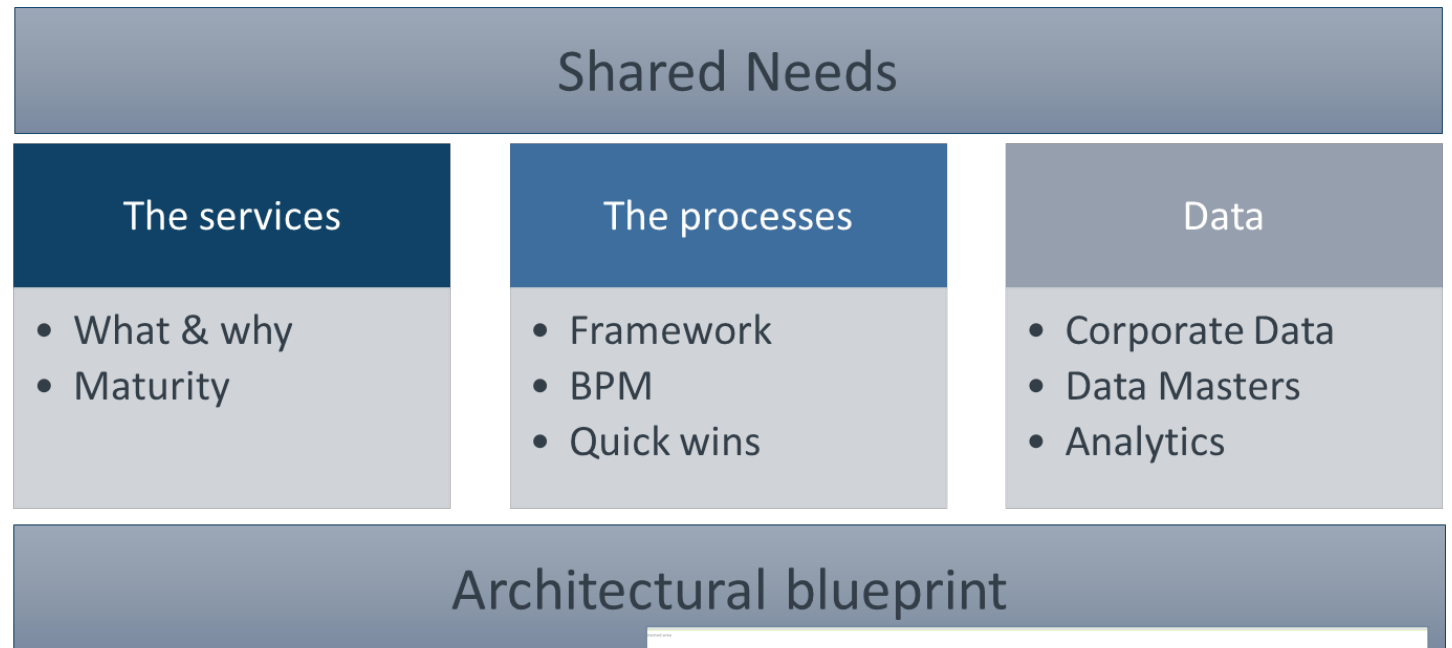4. Employee experience shifts up, with better tools for the job.

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Invest: to course correct

Diagram illustrative - not to scale

Employee Satisfaction

'Tools for the job' satisfaction

Note: cost growth not isolated to DG Corporate. It's an organisation wide issue.

'Run' Cost

Predictable 'run' cost trajectory, without investment

Benefits accrue

Investment

Wave 2

Time

22/23

Invest to build

Leverage 'shared'

Maintain phase

Invest / innovate

Consolidate / extend shared use

Maintain / optimise

Benefits mosaic, to build over time

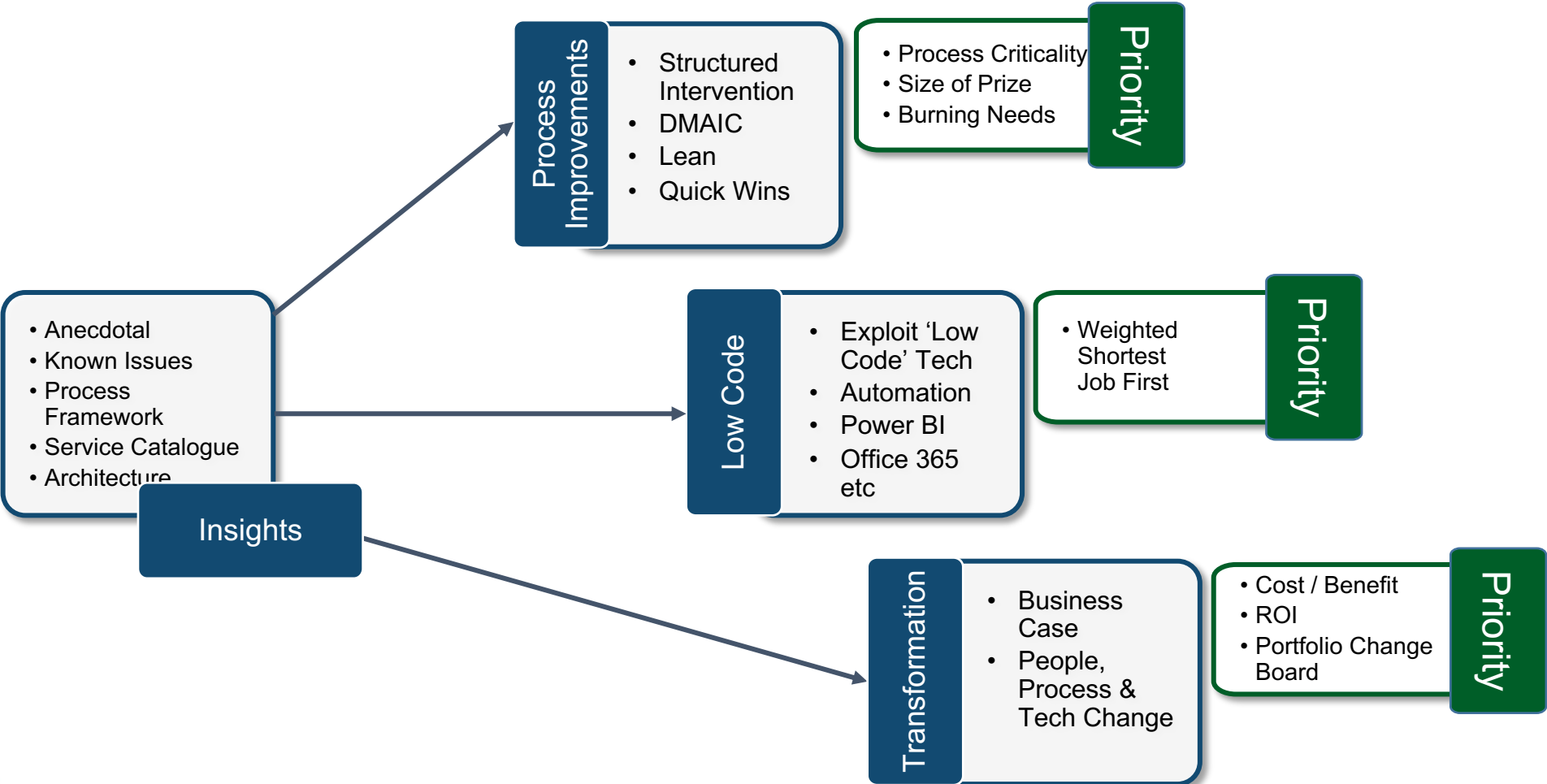|					
Efficiency gains, across the organisation	Better tools, for the job	Data: Insights, timely, accessible, transparent	Pace: Example - find, select, hire, onboard	1000,s of spreadsheets 'killed'	Self service enabled
Risk reduction / fraud prevention	Scalability demand: headcount ratios improved	Employee enablement: digital mobile, connected	Improved records management / info recall / audit trails	Smaller email inboxes	Technology assisted planning – data capture, analytics, insight
Better reports & dashboards on demand	Better able to support Ministers	Less checking, re-checking before release	Online 'approval' trails	Integrated solutions that avoid manual hand-off's	'Bots' and 'workflow' tools working when we are not.

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The focus of our analysis

- Big picture view
- New lenses on how we work
- Whilst transforming some specifics, because we can't wait
- Whilst seeking to grab some quick wins

Shared Needs		
The services	**The processes**	**Data**
• What & why • Maturity	• Framework • BPM • Quick wins	• Corporate Data • Data Masters • Analytics
Architectural blueprint		

Different orchestrated improvement approaches

Technologies not being fully exploited, in the corporate context

1. Case management tools / BPM / workflow
2. CRM (Customer relationship management)
3. RPA (Robotic Process Automation) extended with OCR / image recognition / machine learning
4. Analytics tools
5. Function specific tools – cloud SaaS: ERP, Risk Management, Board Packs, PPM Tools, Facilities Management, Asset Booking etc.
6. Data management tools
7. Workplace comms / messaging apps / collaboration
8. Document sharing, co-production and managing knowledge and information
9. Digital signature, digital identity
10. Low code / no code application dev tools
11. DevOps – continuous development / integration

Some of these technologies are in **limited use** today, and some of the capabilities are features of process specific applications.

Generally speaking though, we have many use cases that would benefit from wider utilisation of these technologies.

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Intelligent Automation COE – What has been achieved and next steps

Initialise - Early Days (2021)	Industrialise - Present (2022)	Institutionalise - Scaling up (Year 2022 onwards)

Initialise - Early Days (2021)

- ► Kicked-off with Pilot in HR – Onboarding – now over 3,000 new starters processed to date

- ► Intelligent Automation COE setup and made it operational initial SG team mobilised

- ► COE aligned to the shared service programme
- ► Built additional process with HR
- ► Pipeline opportunities developed across areas
- ► Develop COE governance

Enable SSS volume recruitment campaign

Supported the switch to new enterprise system ICIMS

Industrialise - Present (2022)

- ► Delivery with other service areas, Finance Procurement
- ► Building presence across government Show & Tells and Civil Service Live
- ► Continued to developed the COE with SG resources across all the different role type
- ► Both UiPath and Blue Prism environments in place to enable scaling

£1,100,000+
Savings delivered to date

22 Business Processes Automated *8 process currently in development*

Wins
- ► Building HR senior leadership buy-in
- ► First use of cloud on enterprise systems

Institutionalise - Scaling up (Year 2022 onwards)

Strategic scaling of automation within Scottish Government

- ► Established Vision 2022/3 for Automation COE Aligning with programme for Government
- ► Looking to support agencies within wider SG, starting with pilot with Shared Service organisations
- ► Proactively managed demand engine to create a strong Pipeline for factory mode of delivering automations
- ► Continue to develop COE scaling utilising continuing knowledge transfer and utilising wider technologies. transfer of more activities to SG
- ► Having established the service, focus leadership team on building robust pipeline
  - ○ Process Mining
  - ○ Analysis of spending review commitments
  - ○ Analysis for design output from ERP

Business value generated so far

Efficiency gains	Sizeable hours repurposed	Improved employee satisfaction	Better control of operations and Compliance	Increased accuracy leading to reduced cost of errors
Processing Time reduction	Allowed scalability able to meet peaks in demand	Improved Customer Journey	Helping adopt the digital culture	Rapid implementation and faster results

Intelligent Automation Corporate Transformation

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HR & Finance Shared Services Programme

What is it?

1. Its one (large) component, in a wider Corp Transformation agenda

2. It's a suite of new processes & controls

3. It's new technology (Oracle Cloud ERP)

4. It's a new operating model

5. It's a new mind-set

6. It's a risk mitigation strategy

7. It is a platform upon which to build shared use

What's in Phase 2 onwards?

1. New customers (organisations) to further leverage and extract benefits

2. Process optimisations / new features

Scope

1. All new HR & Finance Processes

2. Complete change of tech

3. Everyone in SG and 32 public sector bodies will interact with at least some of the changes

Benefit flavours

1. Enable the organisation

2. Operational de-risking

3. Efficiency gains

4. Self-service / Ease of use

5. Process pace

6. Data & insights

7. Improved controls

8. Planning support (People & Money)

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Summary

Summary

1. Corporate capability is key to organisational performance
2. There are many opportunities to pursue, through which to add value
3. It's about people, org design and technology
4. The benefits story needs to be told convincingly
5. Work has started, with the HR & Finance ERP and Automation capabilities
6. There are many conditions for success; investment, skills, delivery excellence etc.

The potential of shared

1. 'Shared' sits at the heart of our strategy
2. Significant opportunity to drive operational efficiencies
3. The shared capability must encourage adoption, and feel like a service
4. The commercial model needs to make sense at the macro level
5. Sustained commitment to service excellence required

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