The future of **mobile working** in the **public sector**

Surveys in Public Sector

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Today, public sector organisations continue to be faced with ambitious targets for service improvement, and if these targets are to be achieved, resource management is crucial. The successful transformation of the public sector relies on organisations having the right information, at the right time, and the ability to use resources efficiently and effectively, with minimal waste.

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Introduction

Government departments and public sector organisations across the UK use vast quantities of resources on a daily basis, both internally and externally. Managing these resources – and in particular mobile resources – can present a number of challenges. A growing population demanding a modernised, rapidly delivered service, means organisations are now tasked with providing services to more people, at lower costs and without wastage. In a period of sustained budget restrictions, doing so can be a tough ask.

Yet as the world becomes increasingly digitally enabled, organisations are presented with an opportunity to improve and future-proof services. By embracing technology or digital technologies, organisations are able to streamline resource management, gain a single overview of the consumption of resources and work toward eliminating waste. This presents a significant opportunity to not only reduce expenditure, but also to save staff time that is better spent serving the public.

Today, public sector organisations continue to be faced with ambitious targets for service improvement, and if these targets are to be achieved,

resource management is crucial. The successful transformation of public sector relies on organisations having the right information, at the right time, and the ability to use resources efficiently and effectively, with minimal waste.

That is why our research examines the biggest pain points surrounding the mobile workforce, the ways in which public sector organisations are currently managing their mobile workforce resources, and the role of data in securing positive mobile workforce outcomes.

Our research was carried out by Surveys in Public Sector, in partnership with CACI Ltd, suppliers of Cygnum, a market-leading resource management tool.
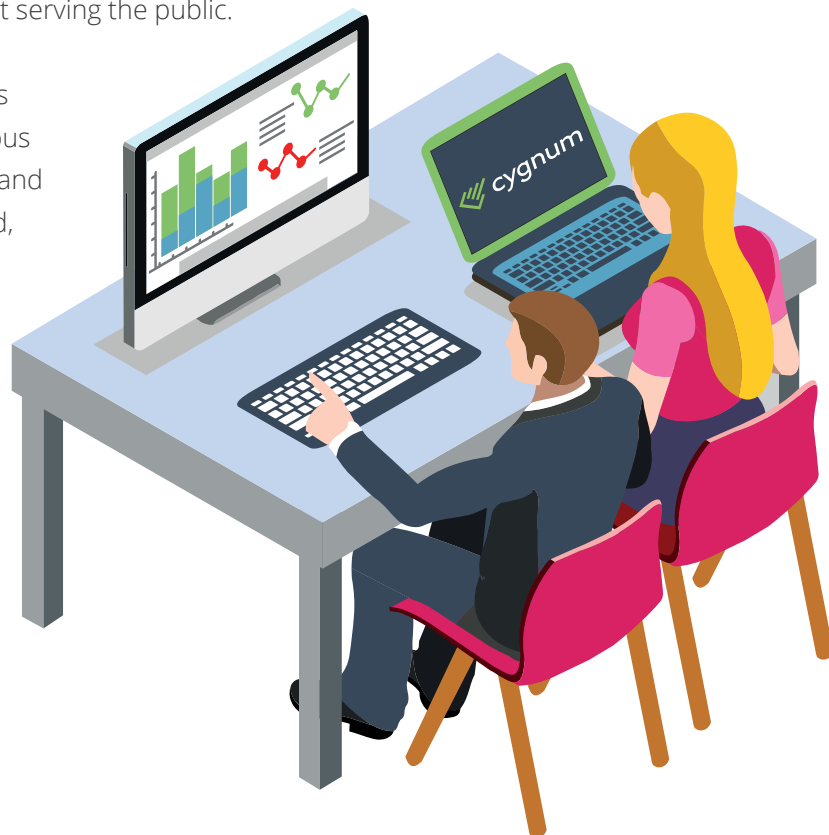
About Cygnum

Cygnum is secure, user-friendly software that you can configure to your requirements to deliver transformation and sustain business excellence. Use it to **work faster and smarter, deliver exceptional service, reduce operational risk and be ready for the future.**

Developed, managed and delivered by a dedicated and passionate team of CACI professionals. Our investment in people and process offers:

25 YEARS

Deep sector expertise with over 25 years' experience of developing and implementing solutions for the public sector

Consultants who work with you to configure your requirements, knowing how Cygnum can help

Functional domain expertise accrued from specialising in the development of workforce scheduling, case management and financial software solutions

Our proven CACI FUSION delivery methodology for on-time, on-budget implementation of Cygnum

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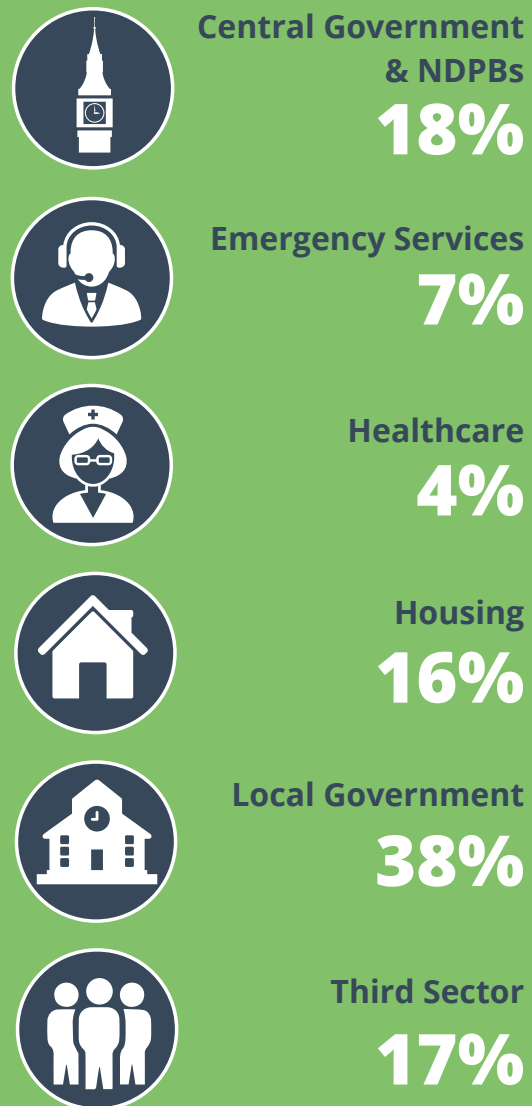**Find out more at
www.caci.co.uk/cygnum**

Survey methodologies and respondent's profile

The survey was carried out by Surveys in Public Sector on behalf of CACI Ltd. and ran from Friday 12 July 2019 to Friday 13 September 2019.

Survey respondents represent a broad cross-section of job functions across the public sector. These include: Administration, Asset Management, Business Development, Business Management, Chief Executive/ Deputy, Commissioning, Community Health, Computer Security, Corporate Services, Customer Services, Digital, Engineer, Facilities & Estates, Finance Management, General Manager, Governance, Human Resources, Information, IT Management, IT Technical Lead, Marketing Communications, Operations, Planning, Policy, Procurement/Purchasing, Programme Management, Project, Quality Assurance, Regulatory, Senior Manager, Service Delivery, Strategy, Technical Services, Training, and Transformation/Change Management. There was no inducement to take part in the survey, and CACI Ltd. was not introduced as the survey partner.

The results displayed throughout this report are based on those who fully completed the questionnaire and are displayed as a percentage of this group, unless explicitly stated otherwise.
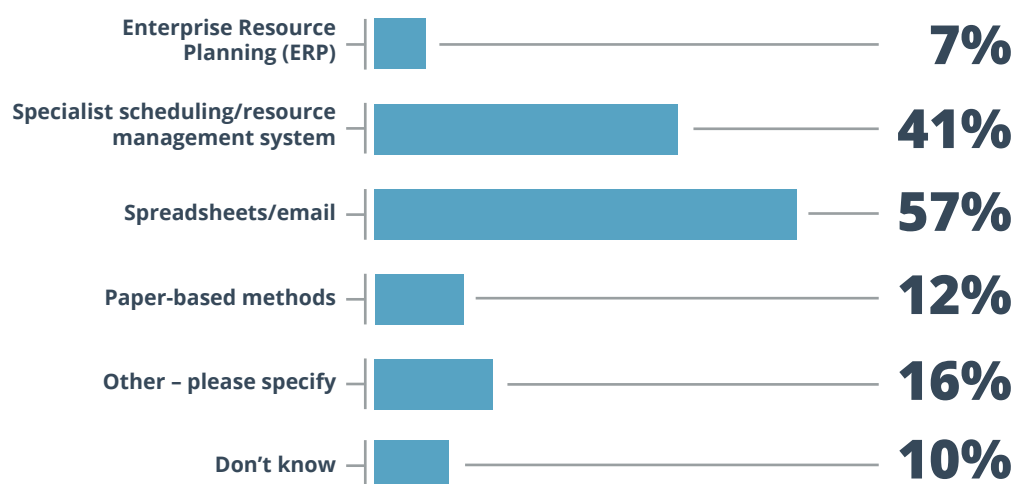
Figure 1: Sector Breakdown

Central Government & NDPBs
18%

Emergency Services
7%

Healthcare
4%

Housing
16%

Local Government
38%

Third Sector
17%

Key findings

1.0 **57%** of participants report that their organisation still relies on the use of spreadsheets or email when planning and managing their mobile workforce resources and activities

While it is good to see that **41%** of survey participants are using specialist scheduling or resource management systems to manage their mobile workforce resources and activities, a larger number admit to using inefficient methods. Over half of survey participants recording that they still rely heavily on the use of systems such as spreadsheets and email, with a further **12%** stating that they also rely on the use of paper-based methods. This could be creating significant difficulties and resource wastage across the sector, with siloed systems preventing many from generating a single, accurate picture of resource requirements.

Figure 2: How does your organisation currently plan and manage your mobile workforce resources and activities? Please tick all that apply.

- Enterprise Resource Planning (ERP) — **7%**
- Specialist scheduling/resource management system — **41%**
- Spreadsheets/email — **57%**
- Paper-based methods — **12%**
- Other – please specify — **16%**
- Don't know — **10%**

In fact, almost three-fifths of respondents **(59%)** state that their organisation struggles with a lack of integration and a single oversight of mobile resources due to siloed applications, whilst a further **49%** report that managing such applications is time consuming. In turn, **42%** cite a significant loss in efficiency and the same percentage believe it has led to lost or inaccurate information.

Figure 3: What kind of risks/challenges do siloed applications such as Excel present your organisation when it comes to resourcing? Please tick all that apply.

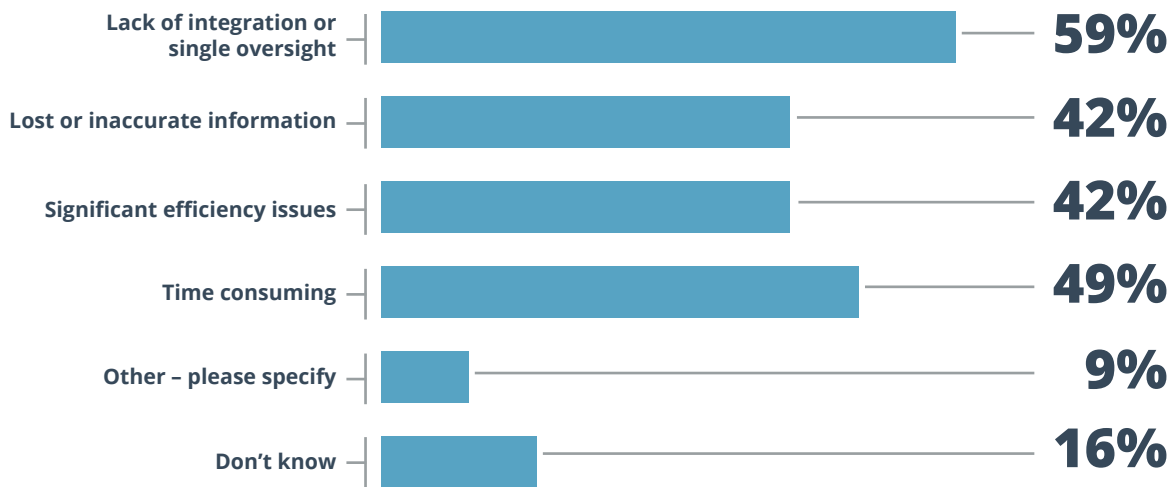| Category	Percentage
Lack of integration or single oversight	**59%**
Lost or inaccurate information	**42%**
Significant efficiency issues	**42%**
Time consuming	**49%**
Other – please specify	**9%**
Don't know	**16%**

Figure 4: Is your organisation currently able to get a single-view of your mobile workforce information, such as available resources, locations and timings?

Yes 27%   **No 56%**   **Don't know 17%**
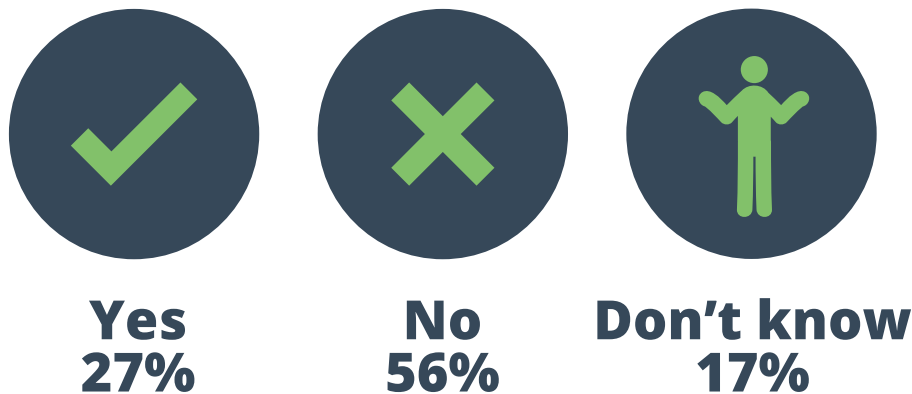
With this in mind, it is perhaps unsurprising to see that fewer than a quarter **(24%)** believe planning and managing activities for their mobile workforce is straightforward, with **53%** recording it as moderately difficult and a further **24%** significantly to very difficult.

Figure 5: **On a scale of 1 to 5, how straightforward is it for your organisation to plan and manage activities and resources associated with your mobile workforce?**

1 = Very easy	**6%**
2 = Fairly easy	**18%**
3 = Not very easy	**53%**
4 = Difficult	**20%**
5 = Very difficult	**4%**
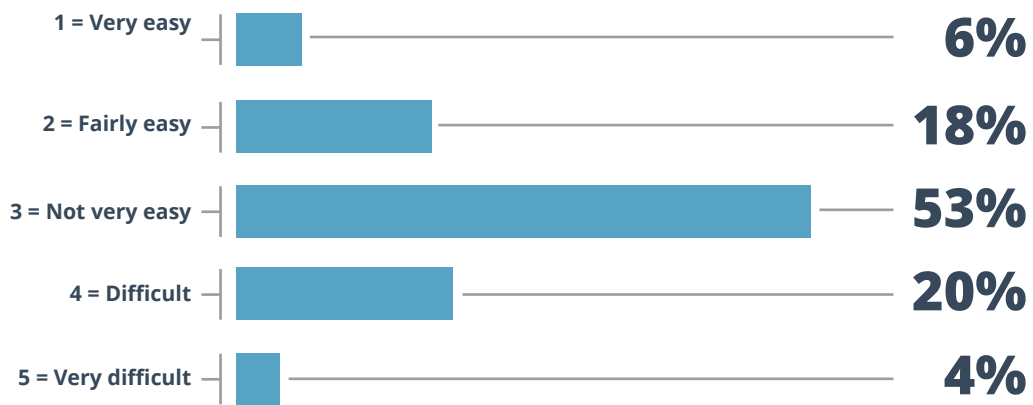
2.0 Fewer than a third **(31%)** are confident that their organisation has the tools in place to adequately protect their sensitive data

It seems the continued use and reliance on siloed applications such as spreadsheets and, in particular, paper-based methods mean that most participants are not fully confident that their mobile working operations adequately protect sensitive data, with nearly **10%** stating they are not at all confident that this is the case.
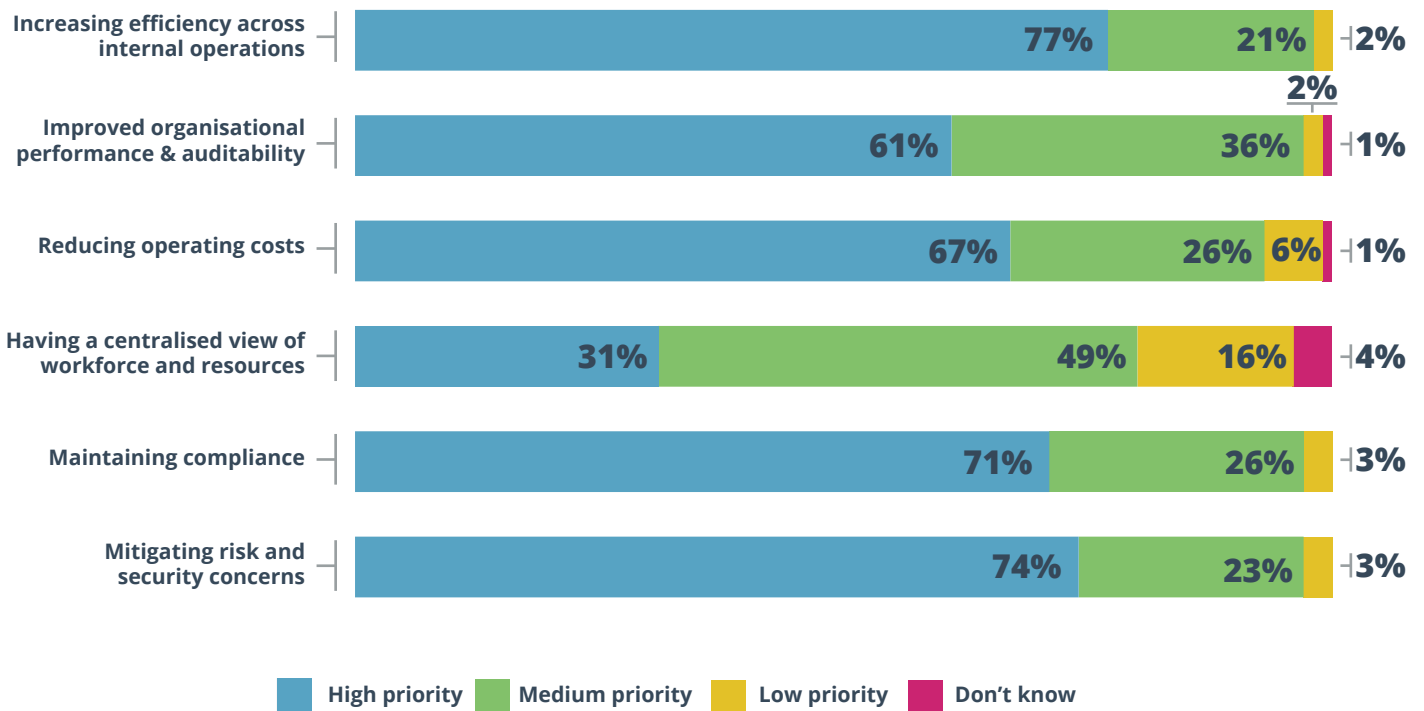
Figure 6: When considering the use of mobile working, how confident are you as an organisation that you have the tools in place to adequately protect sensitive data?

- Very confident
- Fairly confident
- Not at all confident
- Other – please specify [0%]
- Don't know
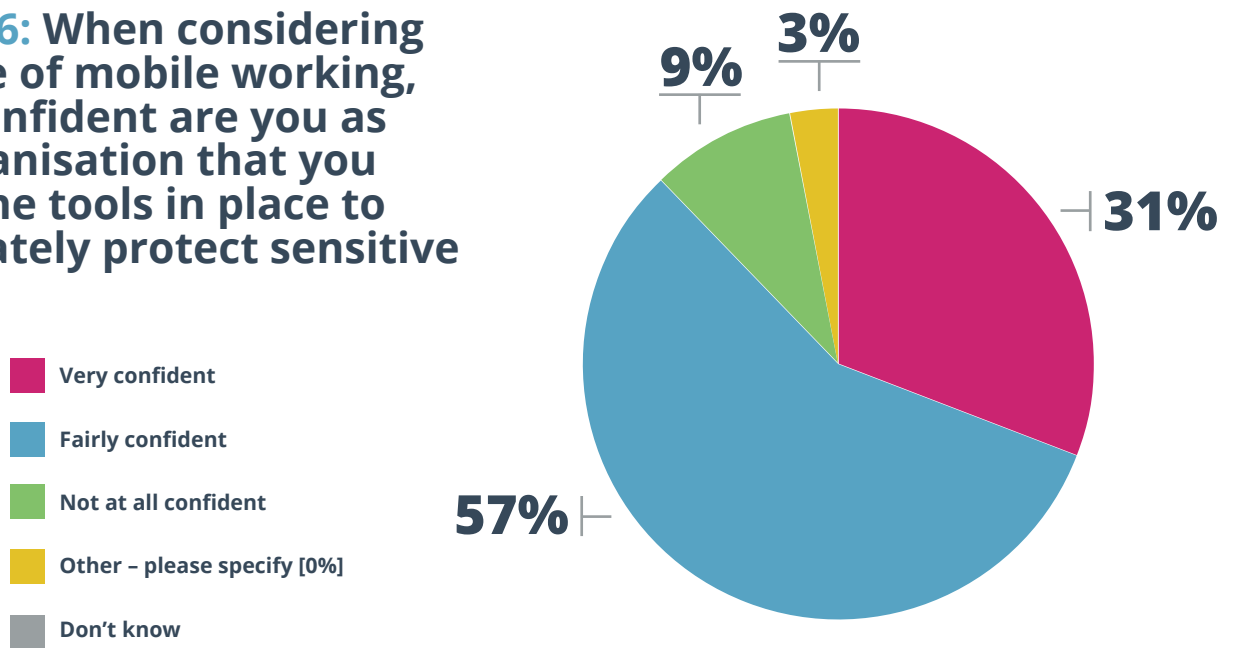
This lack of confidence is likely exasperated by a lack of integration across the sector which in turn not only create efficiency issues, but also difficulties for security – something many participants recognise is a challenge to overcome, with **71%** ranking mitigating risk and security concerns as a high priority – and **18%** as a medium priority – when it comes to transformation strategies. Moreover, this is closely followed by the need to increase efficiency across internal operations **(77%)**.

Figure 7: **Thinking about transformation strategies across your organisation, how much of a priority are the following areas?**

	High priority	Medium priority	Low priority	Don't know
Increasing efficiency across internal operations	77%	21%	2%	2%
Improved organisational performance & auditability	61%	36%		1%
Reducing operating costs	67%	26%	6%	1%
Having a centralised view of workforce and resources	31%	49%	16%	4%
Maintaining compliance	71%	26%	3%	
Mitigating risk and security concerns	74%	23%	3%	

■ **High priority** ■ **Medium priority** ■ **Low priority** ■ **Don't know**

3.0 Roughly half of survey participants **(49%)** told us that ensuring staff are fully trained with the skills they need to carry out assessments is one of their biggest challenges

Skills is the most common area raised when thinking about the challenges of conducting compliance assessment and audits, yet the ability to collate and identify the correct information and data remains complicated. A third **(34%)** report that they find collecting information to enable assessments to be carried out is an issue, and **47%** struggle with managing the recorded assessment information.

Figure 8: **Thinking specifically about compliance assessments and/or audits, what do you believe is your organisation's biggest challenge? Please tick all that apply.**

Category	Percentage
Identifying staff members to conduct assessments	**18%**
Ensuring staff are fully trained with the skills needed to carry out assessments	**49%**
Collating the right information to enable assessments to be carried out	**34%**
Judging the correct frequency of assessments	**16%**
Collecting and managing the recorded assessment information	**47%**
Don't know	**13%**
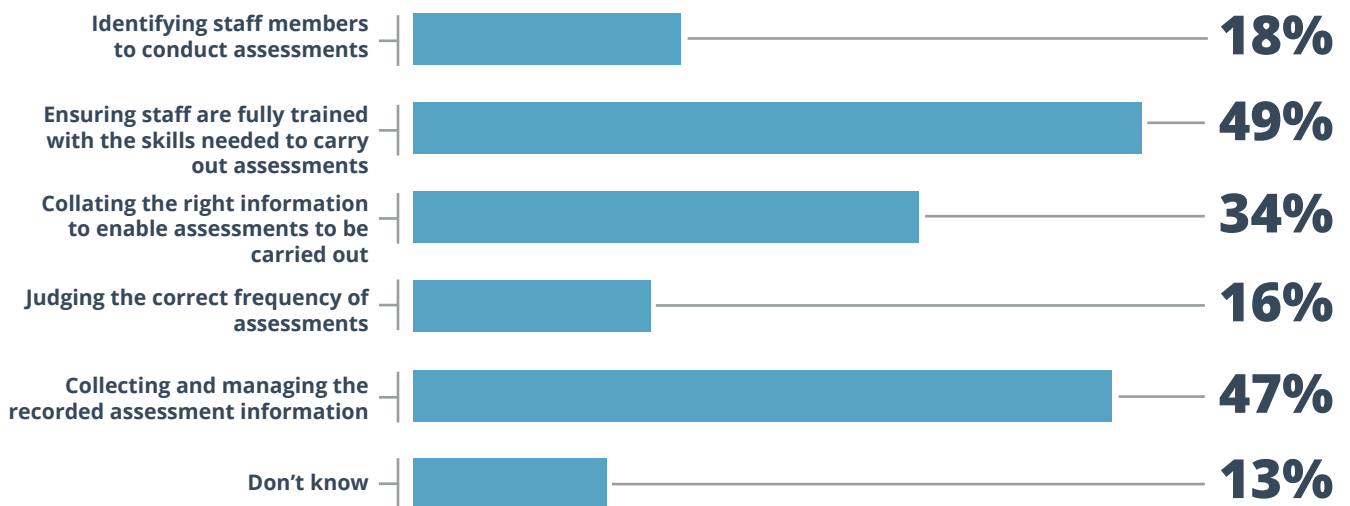
The issue of a 'skills gap' appears to be a recurring theme for many organisations. When asked about the main barriers to adopting a resource management solution, **47%** believe there is a lack of in-house skills required to embrace new technologies, which follows the perceived cost of transformation as the most common challenge. A risk of service disruption due to the adoption of new solutions also features highly in organisations' concerns **(42%)**.

Figure 9: What do you believe are the main barriers when thinking about adopting a resource management solution in your organisation? Please tick all that apply.

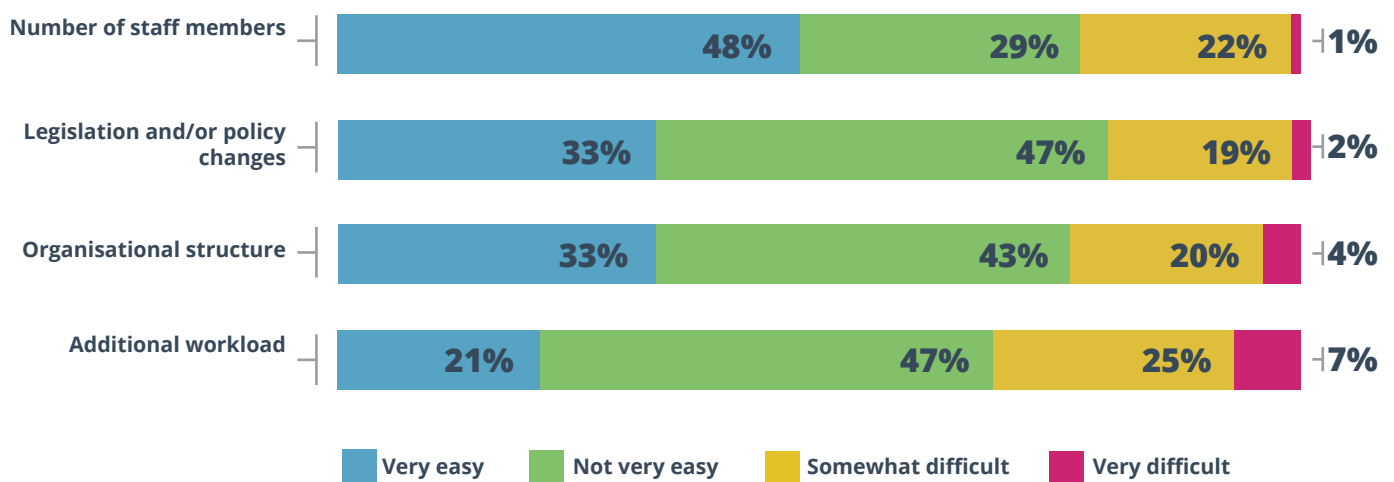| Barrier	Percentage
Perceived security risks	**24%**
Regulatory concerns	**14%**
Risk of service disruption	**42%**
A perceived lack of control	**24%**
Lack of in-house skills required to embrace new technologies	**47%**
Perceived cost of transformation	**57%**
Current solution works well enough	**24%**
Don't know	**6%**
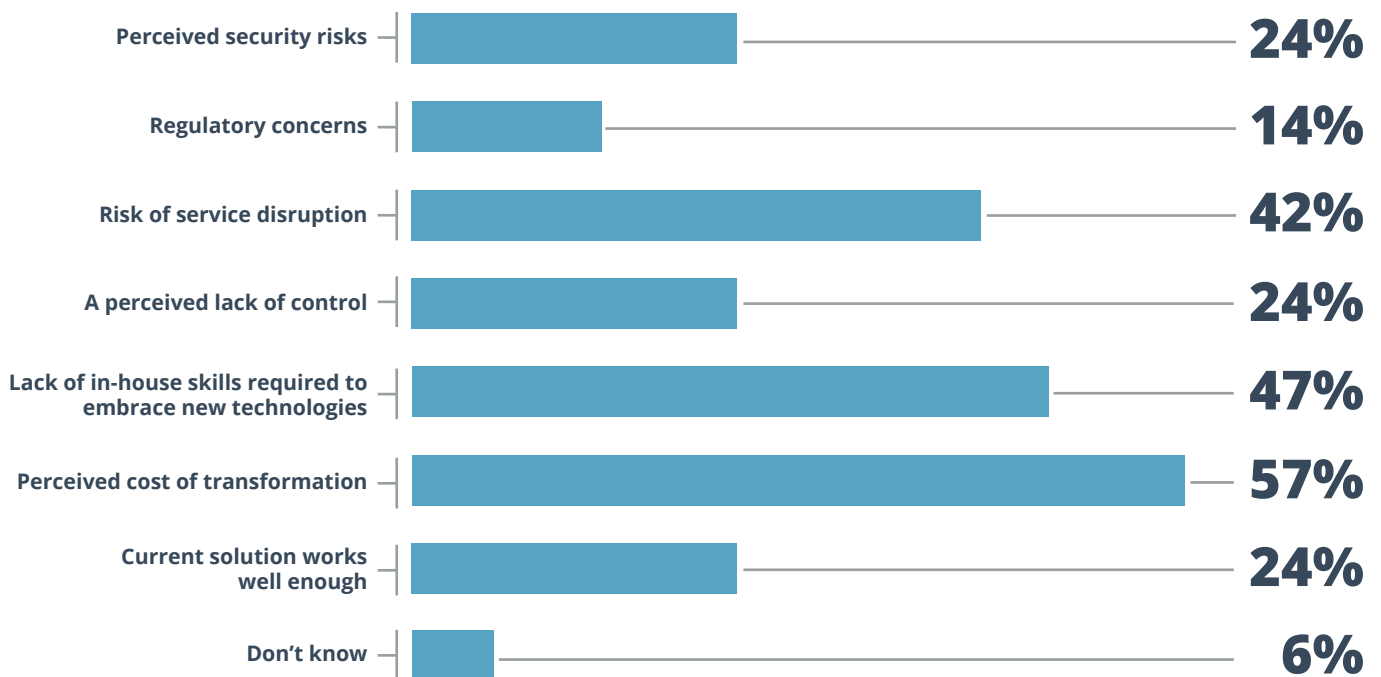
4.0 The vast majority of participants **(79%)** are not able to easily adapt their systems to compensate for additional workloads

Our results suggest that many organisations across the public sector are currently using solutions that are not flexible or responsive to change, with fewer than half **(48%)** stating it is very easy for their solution to adjust to changes in the number of staff members. **67%** of participants state they can't easily adapt to changes in legislation and policies, or adjustments to organisational structure, while a staggering **79%** report they struggle to adapt to additional workloads.

Figure 10: How easy is it for your organisation to adapt your systems to changes in:

	Very easy	Not very easy	Somewhat difficult	Very difficult
Number of staff members	48%	29%	22%	1%
Legislation and/or policy changes	33%	47%	19%	2%
Organisational structure	33%	43%	20%	4%
Additional workload	21%	47%	25%	7%

This is likely to further strain integration and efficiency issues in the future, particularly given that less than half **(45%)** feel they fully understand the resource demands likely to be placed on their organisation in the near future. In fact, **50%** recognise that a lack of internal collaboration and oversight hinders their organisation's ability to anticipate change, and **45%** say inefficient organisational processes also get in the way.

Figure 11: Do you feel that your organisation fully understands the resource demands likely to be placed on it in the near future and is able to respond accordingly?
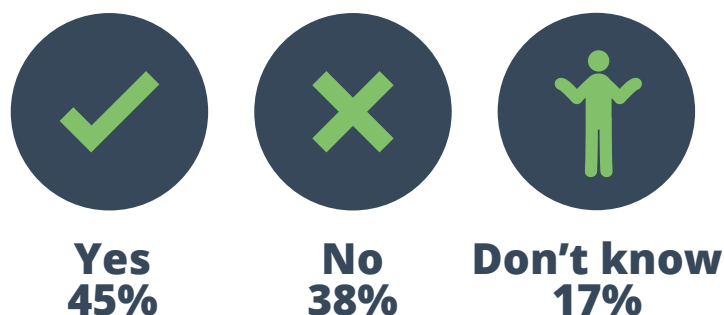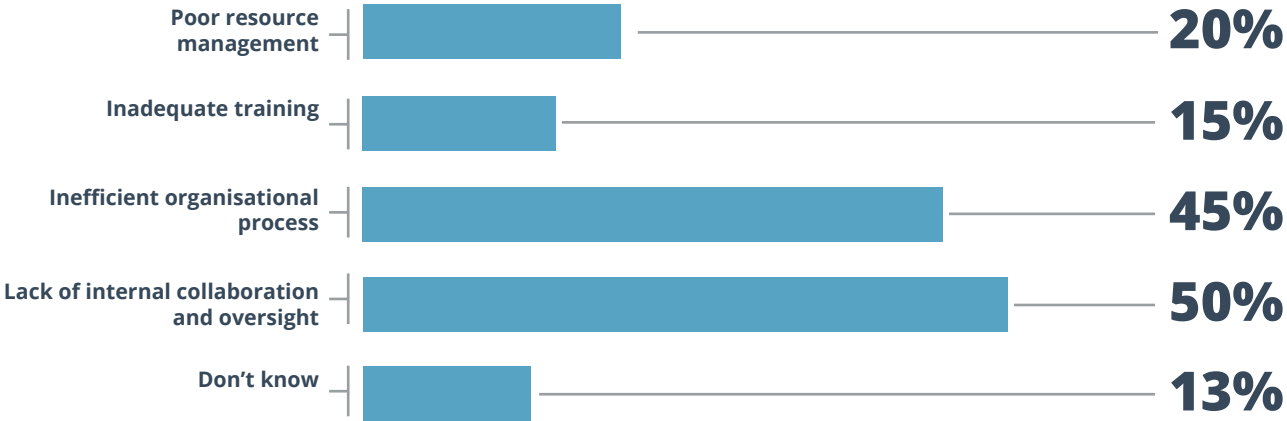

Yes
45%

No
38%

Don't know
17%

Figure 10: What is hindering your organisation's ability to anticipate changing resource demand? Please tick all that apply.

| Category	Percentage
Poor resource management	20%
Inadequate training	15%
Inefficient organisational process	45%
Lack of internal collaboration and oversight	50%
Don't know	13%

5.0 Increased flexibility and scalability of resources **(68%)** is one the most common drivers for modernising resource management

It is good to see participants recognising a wide range of drivers for change across the sector, and the benefits that can be unlocked by doing so. Alongside an increased flexibility and scalability, two-thirds **(67%)** also believe modernising resource management can enable a more efficient remote or mobile workforce, while the desire to see greater integration of services and data follows closely behind **(63%)**. Moreover, participants also note the need to modernise service delivery **(58%)** and improved reporting across the organisation **(60%)**.

Figure 10: What do you believe are/would be the biggest benefits when digitising/systemising resource management for your organisation? Please tick all that apply

Modernise service delivery	**58%**
Increased flexibility and scalability of resources	**68%**
Minimise risks	**29%**
Address regulatory requirements	**28%**
Greater integration of services and data	**63%**
Enable more efficient remote or mobile working	**67%**
Better facilitate collaboration	**36%**
Improved reporting across the organisation	**60%**
Don't know	**6%**
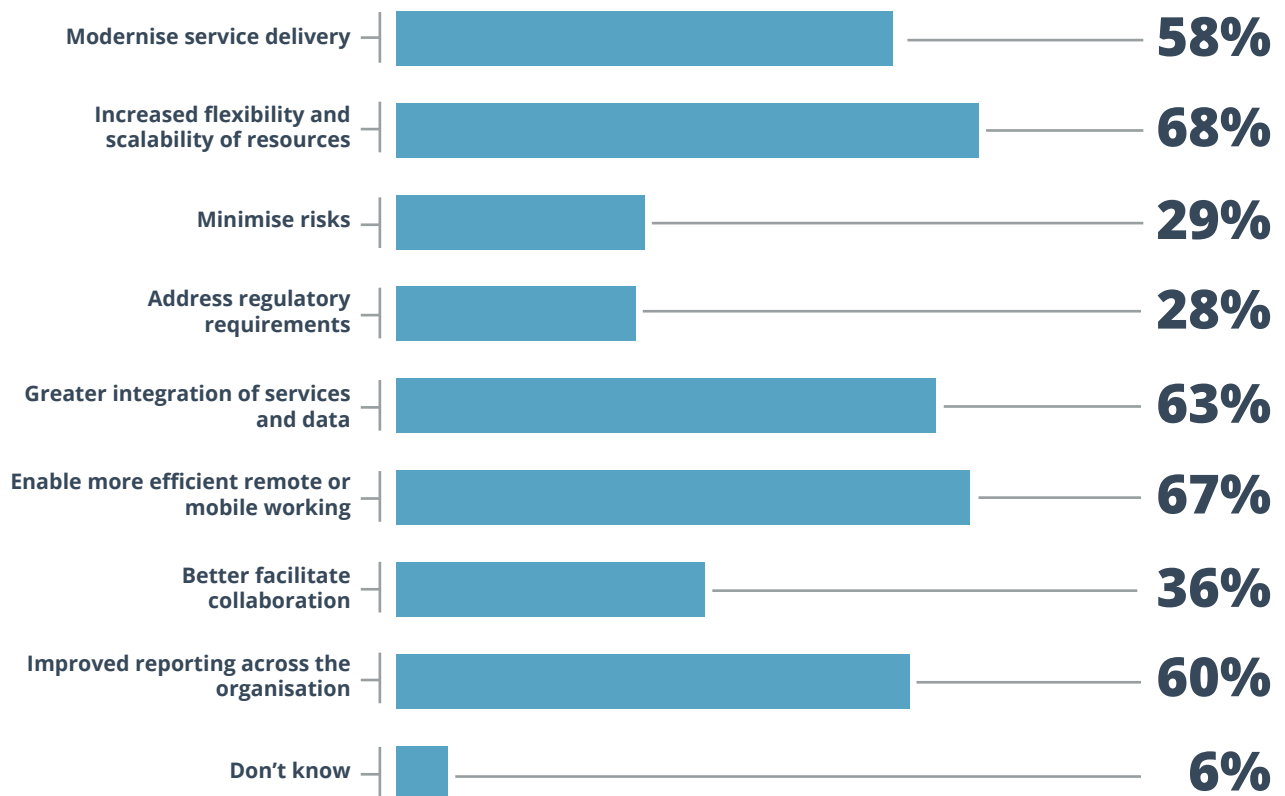
Conclusion

It is undeniable – the management of mobile resources in public sector organisations is critical to meeting the demands of modern-day public service delivery. In an extended period of restricted budgets and resources, paired with a higher demand from a growing population, it is essential that organisations are able to match demand for resources, eliminate waste and create greater cost efficiencies.

But how do organisations ensure this is successfully achieved?

Our research considers exactly this question and the results are fascinating.

It is surprising to see that today, organisations are still relying on manual methods of resource management. A staggering **69%** of respondents still use spreadsheets, emails or even paper-based methods to manage their mobile workforce resources and activities – despite many also showing an awareness of the many challenges that this can present.

For instance, perhaps unsurprisingly, fewer than a third **(31%)** are confident they have adequate tools in place to securely store and protect their data and **59%** are concerned about a lack of integration or single oversight. This will only be exacerbated by the use of manual methods of management, resulting in a higher risk of data loss, a lack of accurate and up-to-date information, and time-consuming methods of data location.

CACI's many years of working within the public sector have helped us to create technology that empowers people to deliver transformation and sustain business excellence. Our market-leading Workforce Management System, Cygnum, enables organisations to work faster and smarter, deliver exceptional service and reduce operational risk – ensuring public sector organisations are prepared for the future.

Find out more at
www.caci.co.uk/cygnum