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## **Acknowledgements**

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# The Survey

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Digital transformation is dramatically changing the way in which government services are delivered today. At the heart of this is the meteoric rise in the use of new technologies that now consume every part of our lives. The consumerisation of government has seen citizens demand modern, digital solutions that are not only fit for purpose, but easy to use and accessible.

But 'closing the digital gap' is not without its challenges. Crucial factors such as long-term budget restraints, cultural resiliencies and a key skills gap across the public sector all play a part in what is the biggest shake-up of the public sector since its inception.

The outlook, however, is positive. A great deal of work has already been done to kick-start digital adoption across government and the results are evident. According to last year's United Nations E-Government Survey, the UK is currently the most digitally developed government in the world, a result attributed to the £1.7bn saved in 2014 through efficiency gains and online service delivery. The report stated:

*"Early adoption of e-government and the considerable evolution since, including many course corrections to integrate lessons learned, contributed to this achievement."*<sup>1</sup>

Today, the government's Digital by Default Agenda has in many ways been superseded by a more holistic view of digital transformation, with the focus now as much on internal development as it is on customer-facing operations. The 2017 Government Digital Strategy recognises this, and aims to tackle the disparity head-on by targeting internal government transformation. The aim is to better improve collaboration between departments and enable organisations to deliver digitally enabled change more effectively:

*"Many departments have started to transform how they deliver services. This has improved citizens' experience of a significant number of services, but in many cases it has not changed the way government organisations operate to deliver them. It has meant that organisations without public-facing services have not benefitted from the same degree of focus on digital transformation."*<sup>2</sup>

But whilst revolutionary progress is being made, there is more work to be done. Last year, the Institute of Government<sup>3</sup> reported that while four out of five adults use the internet every day, only two-thirds have ever transacted with government online.

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<sup>1</sup> United Nations (2016) 'United Nations E-Government Survey 2016: E-Government In Support of Sustainable Development' [Online]. Available at <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2016> (Accessed on 21 March 2017)

<sup>2</sup> Cabinet Office (2017) 'Government Transformation Strategy' [Online]. Available at <https://www.gov.uk/government/publications/government-transformation-strategy-2017-to-2020/government-transformation-strategy> (Accessed on 21 March 2017)

<sup>3</sup> Andrews, E. et al (2016) 'Making a success of digital government' [Online] London, Institute for Government. Available at: [https://www.instituteforgovernment.org.uk/sites/default/files/publications/IFGJ4942\\_Digital\\_Government\\_Report\\_10\\_16%20WEB%20\(a\).pdf](https://www.instituteforgovernment.org.uk/sites/default/files/publications/IFGJ4942_Digital_Government_Report_10_16%20WEB%20(a).pdf) (Accessed on 20 March 2017)

What's crucial, however, is their estimation that by improving online service delivery and the manual processes that run behind the scenes, savings of between £1.3 and £2 billion could be made by 2020.

It is now more important than ever before for government to be able to 'close the digital gap' – the difference between how services are currently delivered (whether this is online or manually) and how, ideally, they should be delivered as part of a modern, digital public sector. The benefits of this are evident, both in terms of cost and operational savings, and in meeting citizen demands. Overcoming the barriers to this is crucial.

That is why our latest survey, conducted in partnership with Kofax, considered the radical progress of digital transformation across central and local government, and the preparations organisations are making for the future.

In particular, the survey focused on:

- the extent to which organisations have embraced digital transformation to date, and how they may be making the most of the opportunities it presents;
- how organisations are using new technologies as a means of engaging with the citizens they serve;
- the most important factors that are driving the move toward digital solutions, and the barriers and challenges that they face along the way; and
- how they plan to 'close the digital gap' going forward.

## **Our Survey Partner**

This survey has been commissioned by Kofax, a leading provider of smart process applications that simplify and transform the First Mile of customer engagement. It does this by helping organisations automate information-intensive processes to keep pace with rising customer expectations.

# Survey Methodology and Respondents' Profile

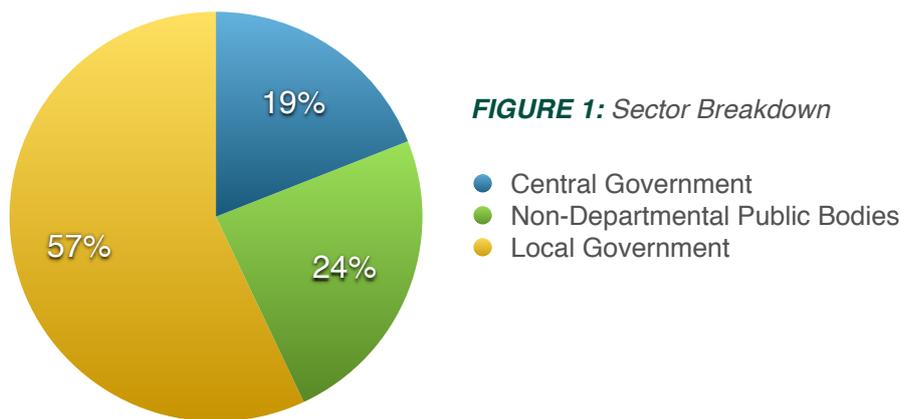
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This survey was conducted by iGov Survey in partnership with Kofax. The project ran from Tuesday 10 January 2017 to Thursday 2 February 2017.

Survey respondents represented a broad cross-section of roles across central and local government. This included: Business Development, Cabinet Member Local Government, Chief Executive/Deputy, Customer Services, Digital, E-Government, Efficiency, Emergency Planning, Engineer, Finance Management, Geo Info systems, Governance, Human Resources, Information Governance, IT Management, IT Technical Lead, Marketing Communications, Operations, Organisational Planning, Performance, Planning, Policy, Procurement/Purchasing, Programme Management, Project, Records Management, Regulatory, Senior Manager, Service Delivery, Strategy, Sustainability, Technical Services, and Transformation/Change Management.

235 individuals from 180 unique organisations participated in the survey, each of whom will have received a complimentary copy of the findings report. There was no inducement to take part in the survey, and Kofax 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

# Key Findings

## Many organisations are not making the most of digital opportunities (83%)

Almost half of our survey participants (45%) believe there are key barriers that stand in the way of widening service availability, whilst 38% state that their organisation misses key opportunities to embrace digital. Interestingly, this is despite the focus of government and GDS on working toward 'closing the digital gap' by exploiting the potential of digital - not only to improve service delivery, but also to improve internal digital operations that run behind the scenes.

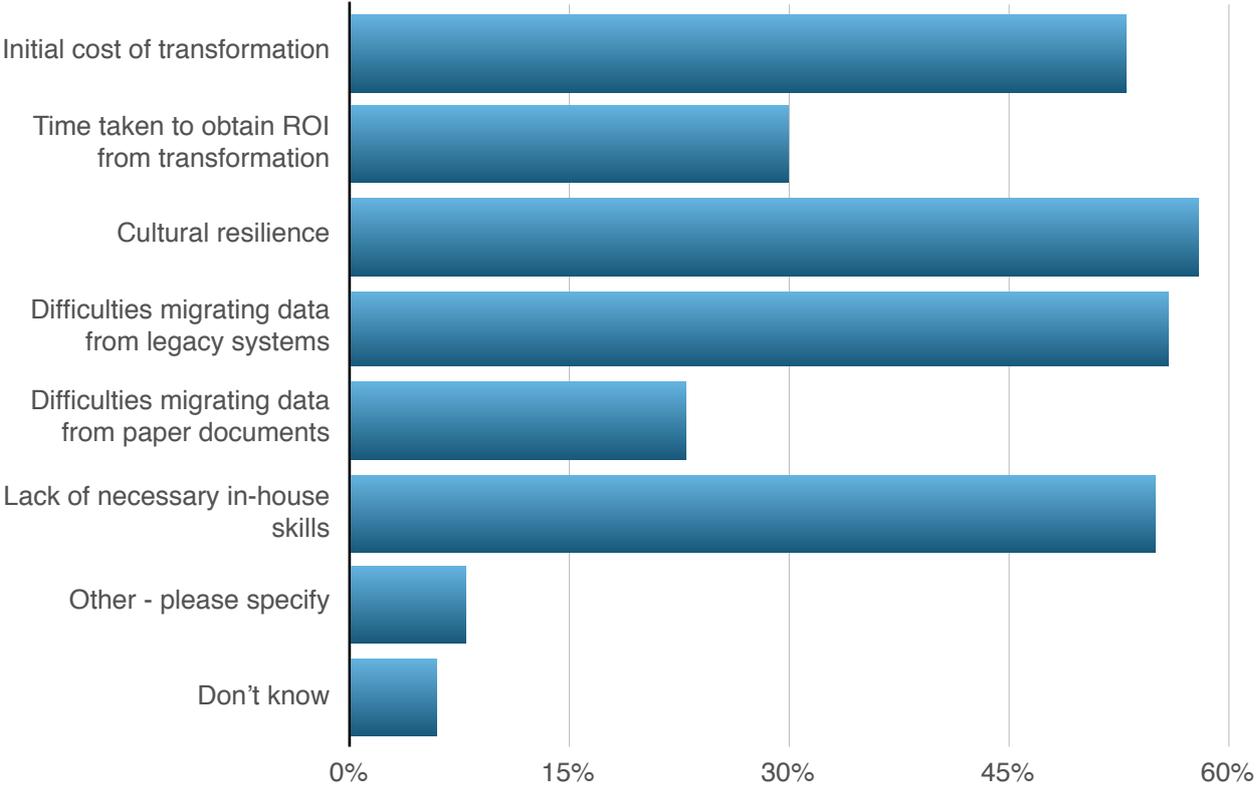
**FIGURE 2:** In your opinion, to what extent has your organisation embraced digital transformation in recent years?



Participants cite a variety of barriers that are preventing them from making the most of digital transformation. The most common of these barriers is cultural resilience (58%), closely followed by a lack of necessary in-house skills (55%). This is surprising, given the high-profile nature of cost restrictions and its impact on organisations' ability to move forward with transformation. This could suggest that the rising importance of digital is beginning to overcome the need to remain with tight budgets, and as budget is being allocated and strategies are able to move forward, organisations are discovering a wider variety of barriers to overcome.

For instance, over half (56%) also find that migrating data from legacy systems is an issue for their organisation, presenting a day-to-day challenge for many in terms of realising digital transformation. In addition, whilst it is no longer the leading factor for the majority, the perceived initial cost of transformation remains high on the list of barriers (53%).

**FIGURE 3:** Of the following list, what barriers to digital transformation are you experiencing within your organisation? Please tick all that apply.

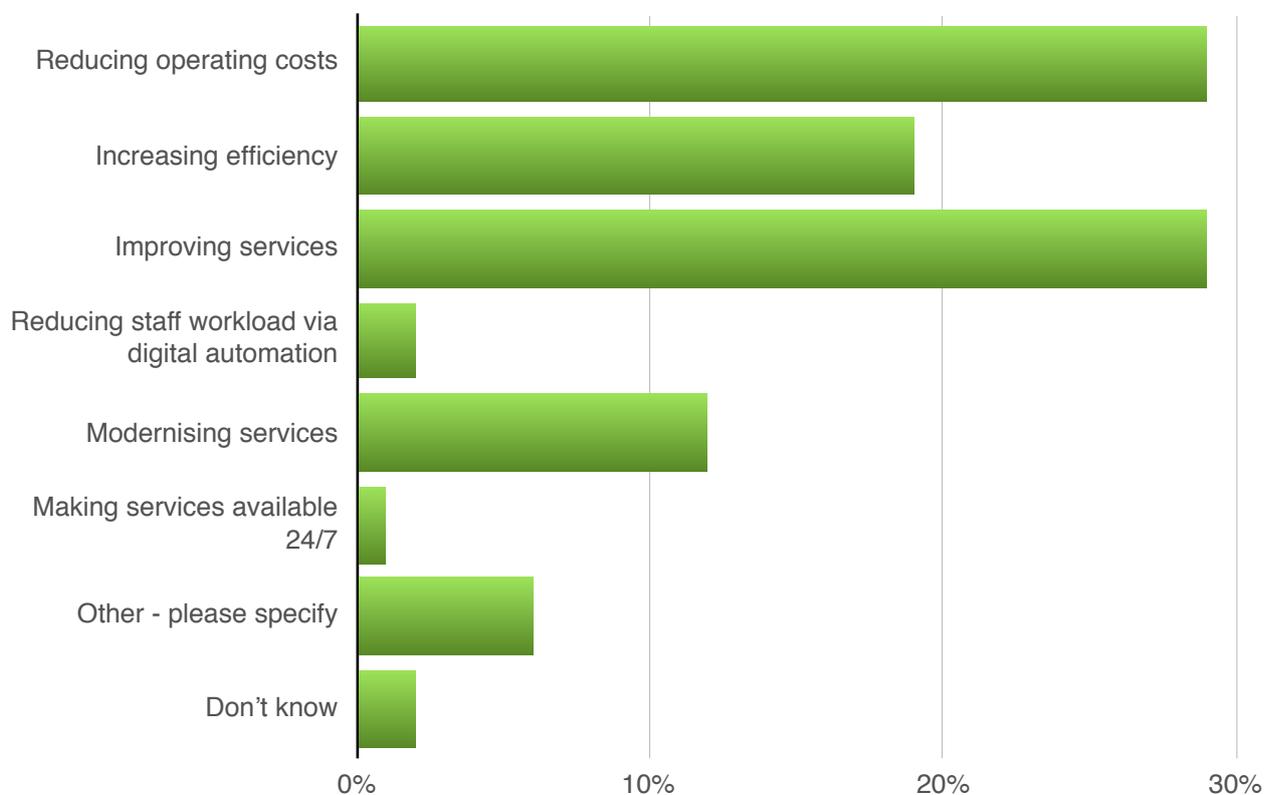


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## Reducing operating costs and improving services (both 29%) are the most important factors driving digital transformation across government

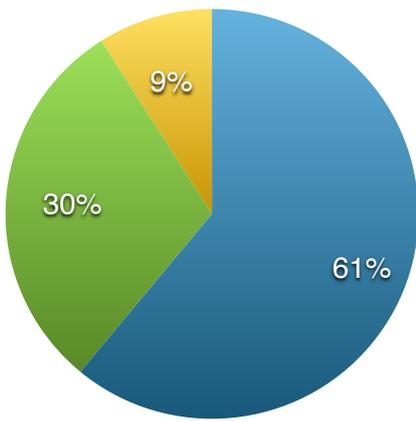
This is perhaps not surprising, given the strict budgets and increasing citizen demands of modern service delivery. In a similar vein, increasing efficiency (19%) was also highlighted as an important factor, supporting the aim across the public sector of making digital services better, faster and cheaper.

**FIGURE 4:** Of the following, which would you identify as being the single most important factor driving your digital transformation?



However, over a third of participants don't have, or are unaware of, a digital transformation strategy within their organisation (39%), despite the crucial factors driving changes to public sector service delivery.

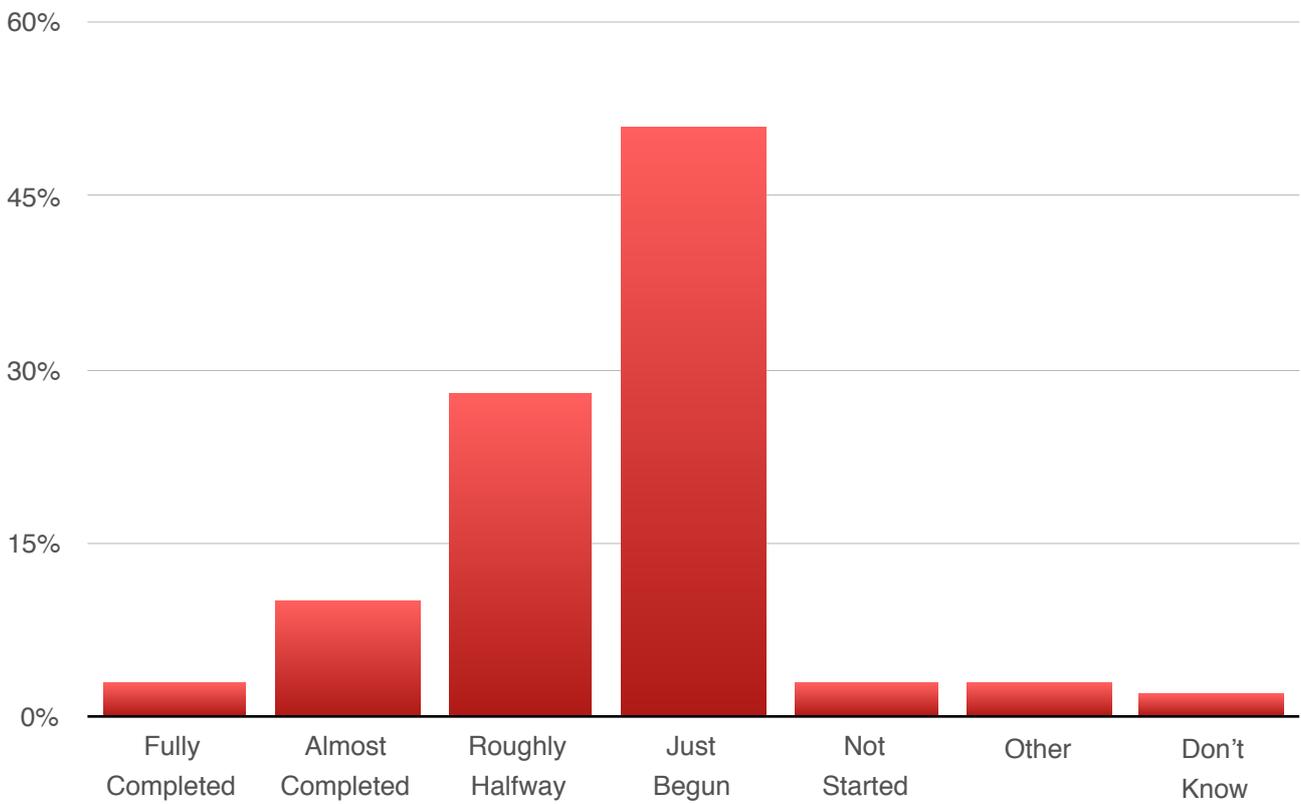
Of the participants who told us that their organisation does have a digital transformation strategy in place, more than half (51%) state that they have just started their digital journey. Just 13% told us they have fully completed, or almost completed, their journey.



**FIGURE 5:** Does your organisation have a formal strategy for the digital transformation of services?

- Yes
- No
- Don't know

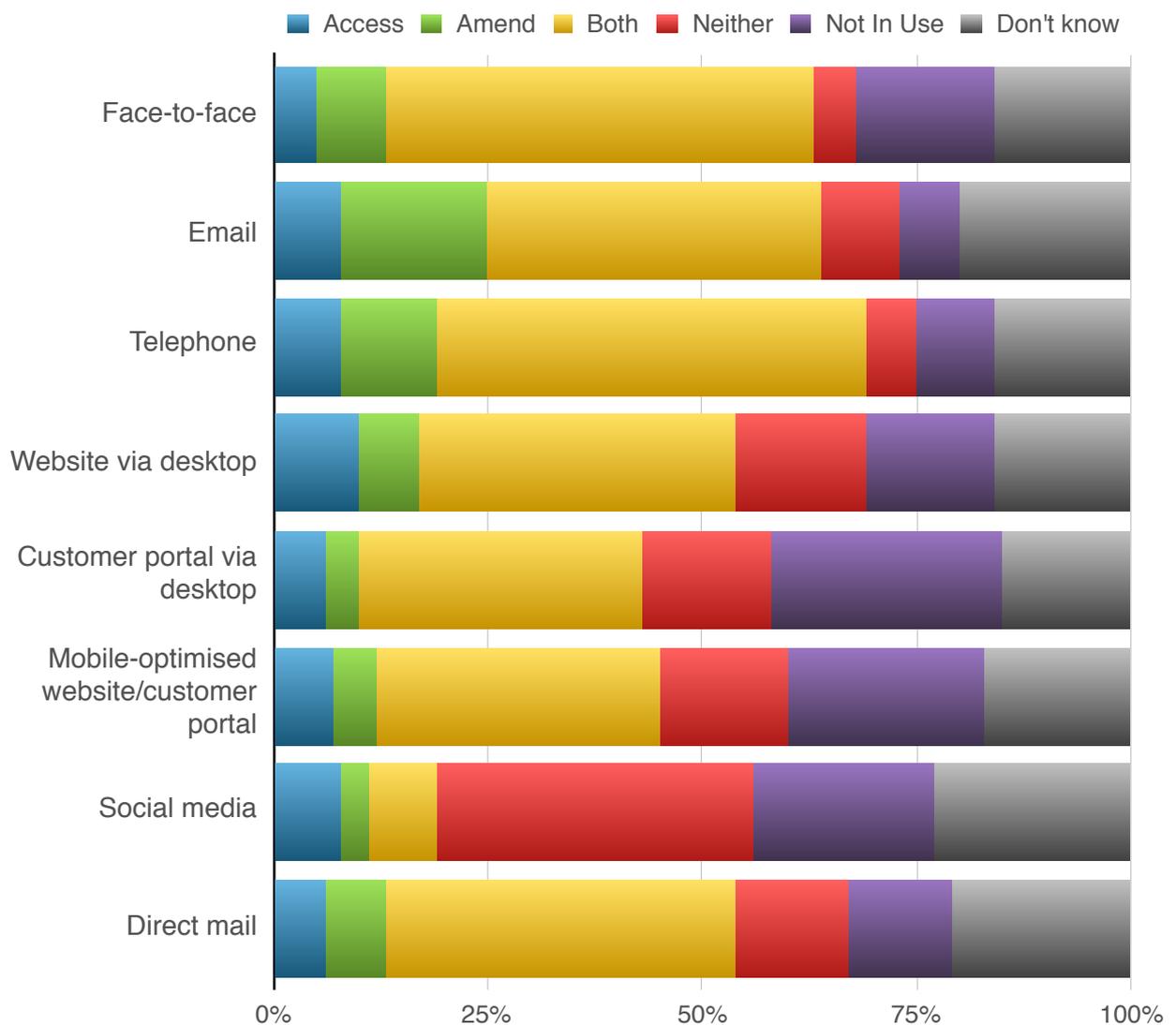
**FIGURE 6:** Approximately, how far has your organisation progressed through this strategy?



Half of survey participants report their organisation mainly uses traditional communication channels - such as telephone, face-to-face, direct mail and email - as a means of allowing citizens to access and amend data

In comparison, just a third make use of customer portals available via desktop computers and mobile-optimised websites or customer portals for this purpose. Continued heavy reliance on more traditional methods of communication and engagement present a significant barrier to 'closing the digital gap' across central and local government. The use of analogue or partially digital channels such as telephone or email can prevent a 'straight through process', often involving the use of extensive manual work, which reduces the efficiency and speed of the service delivery.

**FIGURE 7:** In your organisation, which of the following citizen engagement channels allow citizens to access or amend their personal data?

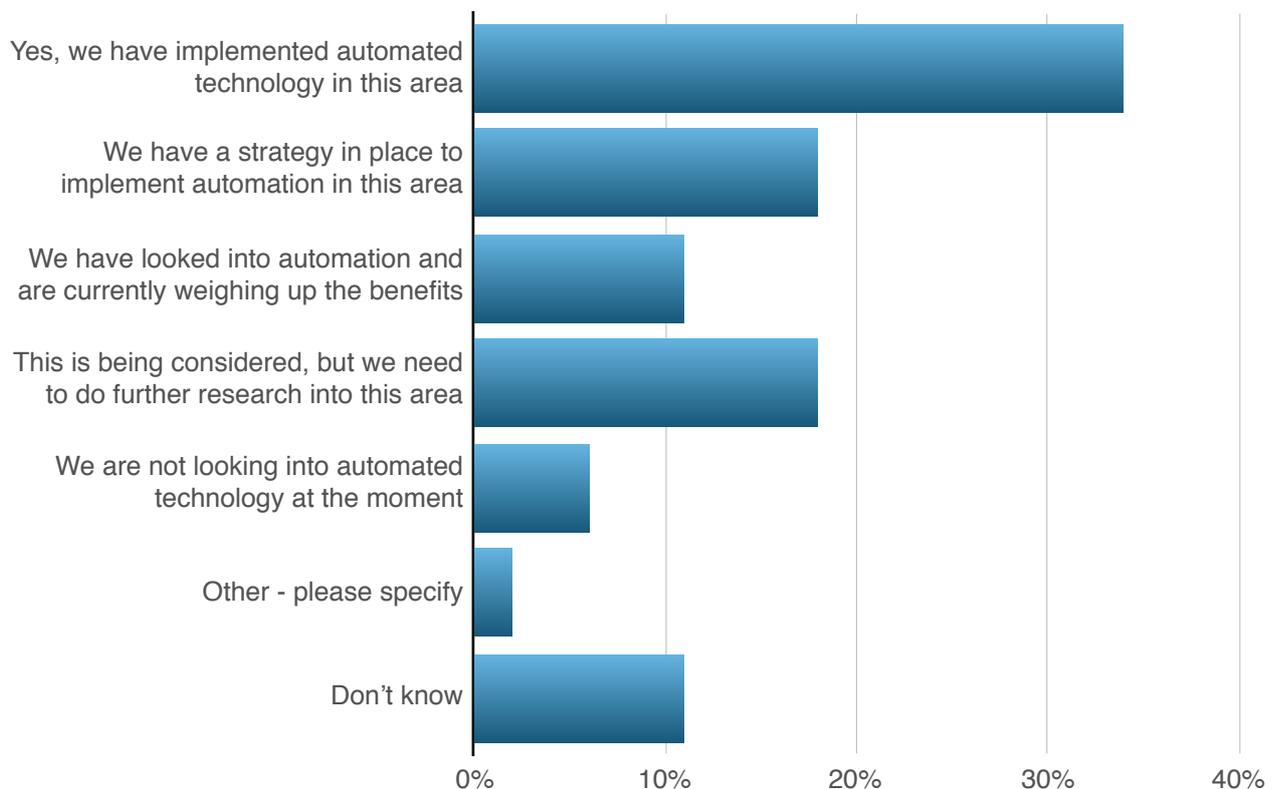


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## Over a third of participants have already implemented automated technology as part of their citizen engagement process (34%)

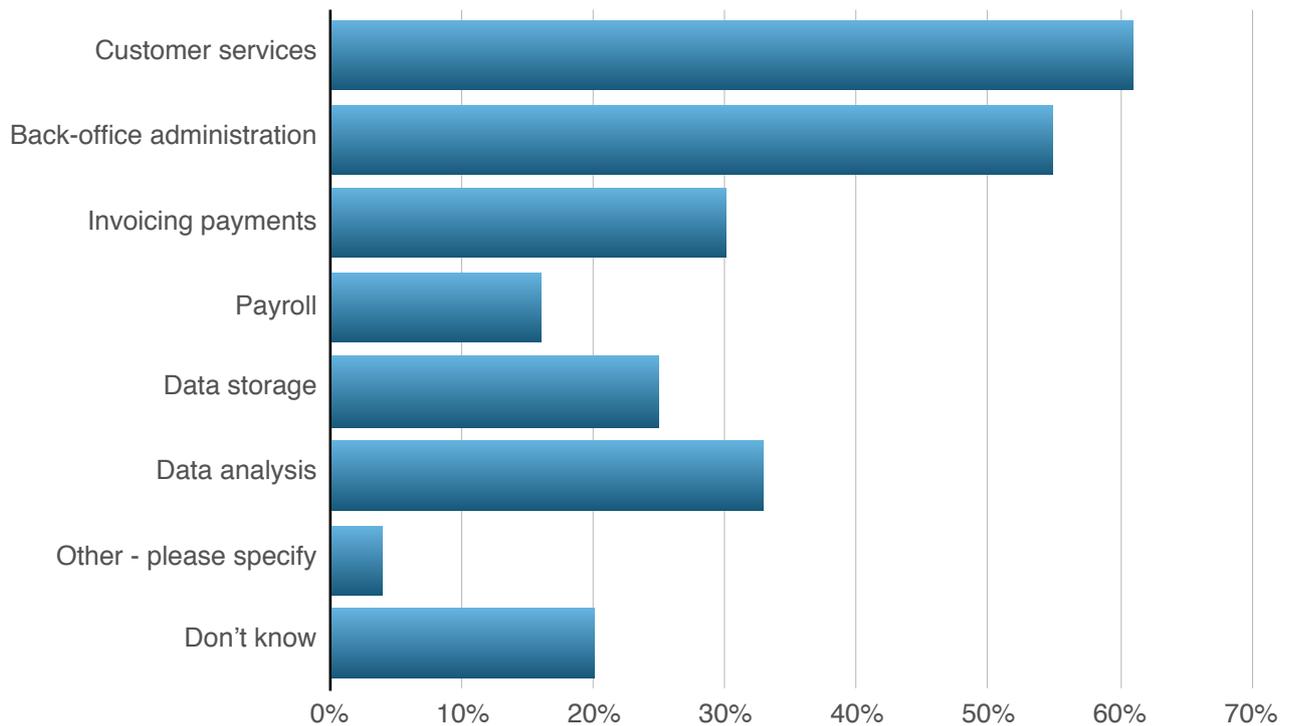
Moreover, a total of 47% are looking at implementing automated technology in the future; with 18% stating they have a strategy in place, 11% weighing up the benefits of automation, and a further 18% researching its suitability within their organisation.

**FIGURE 8:** *In terms of your citizen engagement processes, do you use automated technology to benefit your citizens (for example, queries, requests, ordering new services)?*



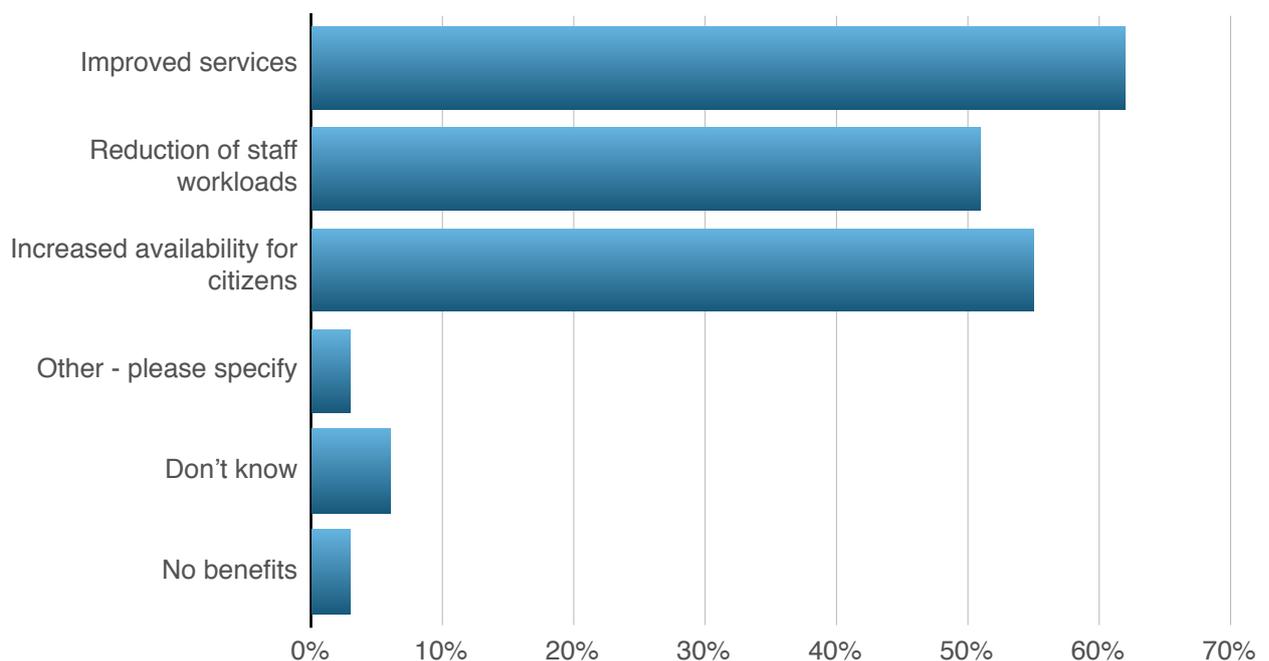
When asked about the areas in which participants were planning to explore automation over the course of the next year, almost two-thirds (61%) are considering its use in customer services whilst 55% are looking into automating back-office administration. The high priority placed on both of these aspects suggests a desire to realise end-to-end service transformation, and falls in line with the 2017 Government Digital Strategy to focus as much on the continued improvement of internal processes as frontline service delivery.

**FIGURE 9:** Is your organisation planning to explore the use of automated technology in the next 12 months in any of the following areas? Please tick all that apply.



There is also a recognition across participants of the range of benefits offered by automated technology. Improving services continued to be the top priority for 62% of participants, yet increasing capacity was also highlighted as a significant area. Over half state that the increased service availability for citizens (55%) and the ability to reduce staff workloads (51%) are most beneficial to their organisation, suggesting a focus on delivering more for less.

**FIGURE 10:** In your opinion, how does automating citizen engagement services most benefit your organisation? Please tick all that apply.



# Conclusion

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by Kofax

With digital transformation touching every facet of government life, digital technologies are set to have a significant influence on how UK government organisations are run on a day-to-day basis.

In order to truly close the digital gap that exists within the public sector, different divisions and institutions need to ensure that they are collaborating with one another to achieve a shared goal, and not continuing to work in fragmented silos.

The importance of a formal strategy here should not be underestimated. This has to be a journey which encompasses people and culture, process and technology.

Digital transformation should not be feared; it should instead be embraced through education on the benefits it will bring. Through the automation of processes, services can be improved and operational costs reduced, allowing employees to turn their attention to the more mission-crucial aspects of their business.

To make rapid decisions and deliver responsive and quality levels of service, knowledge workers must be freed from the mundane, manual, repetitive tasks that are currently unavoidable due to information and cases being widely dispersed across a legacy IT landscape.

Yet the public sector remains faced with what appear to be daunting challenges around the concept of digital transformation, from budgets and skills gaps to legacy technologies and cultural backdrop. With this in mind, how can we achieve transformation within our real-world constraints on budget, resources, and the ability to manage change?

Most, if not all, central and local government organisations now have a website, which is the start of the digital transformation journey. However, the use of off-line, traditional communications and legacy systems will continue to persist whilst new digital channels continue to emerge. With streams of data and information funnelling down from different channels, how do we transform the way in which vast quantities of citizen interactions and communications in the public sector is handled? From the decline of paper to the increase in email, mobile and social media communications – an effective digital transformation strategy needs to take these different facets into account.

Even by starting off with small changes, designed to help automate and streamline interactions between front and back office, organisations can help eliminate manual handling, speed up interactions and deliver better connected services. In turn, incremental digital transformations just like this, helps create a repeatable and sustainable momentum in any public sector organisation. This is where technologies such as Robotic Process Automation (RPA) have proven so successful and popular.

But this is only the first step. Successful organisations of the future will harmonise all incoming channels, be able to intelligently extract vital data efficiently and effectively and then turn to technologies such as RPA to handle the processing.

Evolution not revolution must be the way to support and continually adapt to this. The legacy systems driving traditional back-office operations are not agile and will remain for the time-being, so how can they be extended to provide services in almost real-time, to become flexible, accepted and cost-effective?

## **Introducing Kofax**

Kofax solutions cover the 'First Mile' of interactions between customers, knowledge workers and systems of record. The Kofax technology incorporates mobile capture, process automation and robotics, allowing new digital channels to be rapidly implemented and embraced.

Government departments deal with high volumes of communications and associated documentation, and often need to work on a multitude of complex documents. However, providing efficient and timely communications can conflict with limited human and capital resources. Citizens want to interact via web, social, and mobile apps. They want two-way dialogue and seamless engagement, not long hold times, unresponsive web sites or unavailable support staff.

In order to succeed, government departments must engage customers whenever and wherever they want, via the channel of their choice. They also require intelligent document automation and communication platforms to simplify document production by eliminating manual steps, while still maintaining and improving personalised communications.

At Kofax, the business objective is centred on efficiency. Through the implementation of its solutions, employees have more time to focus on the more mission critical aspects of public sector life. For example, employees can focus on providing citizen services whilst behind the scenes they are driving the very best operational model – maximising and consolidating what is already in place but at the same time reinforcing an evolutionary strategy with an incremental approach to new interactions.

Accelerate delivery with light-touch, programmer-free, automation techniques to close the gap between web-based services and legacy back-office systems, whilst continuing to support traditional channels, and processes.

It has often been said that 'a journey of a thousand miles begins with a single step.' Big or small, take the next step on your digital transformation journey with Kofax. Help close the digital gap by automating your 'First Mile'.

More than 20,000 customers globally rely on Kofax software to improve the customer experience, reduce operating costs, differentiate and grow. For more information, visit [www.kofax.com/company/about-us](http://www.kofax.com/company/about-us).

# Appendix 1: Full Survey Questions

**Question:** In your opinion, to what extent has your organisation embraced digital transformation in recent years?

Answer	Percent
I believe our organisation fully embraces all opportunities to deliver services digitally	13%
I believe we embrace as many digital opportunities as possible, though there are key barriers that stand in our way to widening service availability	45%
I believe we miss key opportunities to embrace digital and could improve on this in the future	38%
Other - please specify	3%
Don't know	1%

**Question:** Does your organisation have a formal strategy for the digital transformation of services?

Answer	Percent
Yes	61%
No	30%
Don't know	9%

**Question:** Approximately, how far has your organisation progressed through this strategy?

Answer	Percent
We have fully completed our strategy	3%
We have almost completed our strategy	10%
We are roughly halfway through our strategy	28%
We have just started our digital transformation strategy	51%
We have not yet started our digital transformation strategy	3%
Other - please specify	3%
Don't know	2%

**Question:** Within your organisation, is there a specific target for the number of services to be provided digitally by 2020?

Answer	Percent
Less than 5%	3%
6 to 10%	1%
11 to 25%	2%
26 to 50%	7%
51 to 75%	10%
More than 75%	24%
Don't know	53%

**Grid Question:** To what extent do you agree with the following statements?

*I believe our organisation is able to meet our own, individual target for digital transformation*

Answer	Percent
Strongly agree	12%
Agree	53%
Neutral	23%
Disagree	10%
Strongly disagree	2%

*I believe the government's digital strategy for the public sector as a whole is achievable*

Answer	Percent
Strongly agree	5%
Agree	33%
Neutral	45%
Disagree	14%
Strongly disagree	3%

**Question:** Of the following, which would you identify as being the single most important factor driving your digital transformation?

Answer	Percent
Reducing operating costs	29%
Increasing efficiency	19%
Improving services	29%
Reducing staff workload via digital automation	2%
Modernising services	12%
Making services available 24/7	1%
Other - please specify	6%
Don't know	2%

**Grid Question:** In your organisation, which of the following citizen engagement channels allow citizens to access or amend their personal data?

***Face-to-face***

Answer	Percent
Data access	5%
Data amends	8%
Both access & amends	50%
Neither	5%
Not In Use	16%
Don't know	16%

***Email***

Answer	Percent
Data access	8%
Data amends	17%
Data access & amends	39%
Neither	9%
Not In Use	7%
Don't know	20%

***Telephone***

Answer	Percent
Data access	8%
Data amends	11%
Data access & amends	50%
Neither	6%
Not In Use	9%
Don't know	16%

***Website via desktop computer***

Answer	Percent
Data access	10%
Data amends	7%
Data access & amends	37%
Neither	15%
Not In Use	15%
Don't know	16%

### ***Customer portal via desktop computer***

<b>Answer</b>	<b>Percent</b>
Data access	6%
Data amends	4%
Data access & amends	33%
Neither	15%
Not In Use	27%
Don't know	15%

### ***Mobile-optimised website or customer portal***

<b>Answer</b>	<b>Percent</b>
Data access	7%
Data amends	5%
Data access & amends	33%
Neither	15%
Not In Use	23%
Don't know	17%

### ***Social media***

<b>Answer</b>	<b>Percent</b>
Data access	8%
Data amends	3%
Data access & amends	8%
Neither	37%
Not In Use	21%
Don't know	23%

### ***Direct mail***

<b>Answer</b>	<b>Percent</b>
Data access	6%
Data amends	7%
Data access & amends	41%
Neither	13%
Not In Use	12%
Don't know	21%

**Question:** In terms of your citizen engagement processes, do you use automated technology to benefit your citizens (e.g. queries, appeals, requests, ordering new services)?

Answer	Percent
Yes, we have implemented automated technology in this area	34%
We have a strategy in place that will see the implementation of automation in this area soon	18%
We have looked up into automation for citizen engagement and are currently weighing up the benefits of the solution	11%
This is being considered, but we need to do further research into this area to determine whether this is suitable for our organisation	18%
We are not looking into automated technology at the moment	6%
Other - please specify	2%
Don't know	11%

**Question:** In your opinion, how does automating citizen engagement services most benefit your organisation? Please tick all that apply.

Answer	Percent
Improved services	62%
Reduction of staff workloads	51%
Increased availability for citizens	55%
Other - please specify	3%
Don't know	6%
I don't believe automation brings any organisational benefits	3%

**Question:** Is your organisation planning to explore the use of automated technology in the next 12 months in any of the following areas? Please tick all that apply.

Answer	Percent
Customer services	61%
Back-office administration	55%
Invoicing payments	30%
Payroll	16%
Data storage	25%
Data analysis	33%
Other - please specify	4%
Don't know	20%

**Question:** Are you aware of the Digital Services Standard, and does your organisation have a strategy in place to follow this?

Answer	Percent
Yes, we are fully aware of the Standard and already follow it within our organisation	20%
We are fully aware of the Standard, but do not yet have a strategy in place to follow it	24%
Further research into what the Standard entails would benefit our organisation	23%
We have no plans to follow the Standard	2%
Other - please specify	2%
Don't know	29%

**Question:** Is your organisation currently able to measure your compliance with government targets for digital services?

Answer	Percent
Yes	19%
No, but this is something we are looking into	34%
No	14%
Don't know	33%

**Question:** Of the following list, what barriers to digital transformation are you experiencing within your organisation? Please tick all that apply.

Answer	Percent
Initial cost of transformation	53%
Time taken to obtain ROI from transformation	30%
Cultural resilience	58%
Difficulties migrating data from legacy systems	56%
Difficulties migrating data from paper documents	23%
Lack of necessary in-house skills	55%
Other - please specify	8%
Don't know	6%

**Question:** How confident do you feel that the public sector as a whole is capable of closing the 'digital gap'? (the difference between how digital services are currently delivered and how, ideally, they should be delivered in the near future)

Answer	Percent
Very confident	4%
Confident	36%
Neutral	33%
Not very confident	24%
Not at all confident	2%
Other - please specify	1%

**Question:** If you answered 'Not very confident or not at all confident', which of the following factors do you believe is inhibiting progress in this area? Please tick all that apply.

Answer	Percent
Lack of budget	63%
Unclear government strategy	27%
Lack of guidance and best practice information	40%
Skills gap	73%
Other priorities across the sector	60%
Cultural resiliences	65%
Other - please specify	8%
Don't know	0%

# Appendix 2: Participating Organisations

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## CENTRAL GOVERNMENT

Department for Business, Energy & Industrial Strategy  
Department for Education  
Department for Environment Food and Rural Affairs  
Department for Work and Pensions  
Department of Agriculture, Environment and Rural Affairs  
Department of Finance  
Department of Health  
Disclosure Scotland  
Driver and Vehicle Licensing Agency  
Driver and Vehicle Standards Agency  
Education Scotland  
Finance Wales  
Geffrye Museum  
Highways England

HM Revenue & Customs  
House of Commons  
Maritime and Coastguard Agency  
National Audit Office  
National Records of Scotland  
National Savings and Investments  
Office for National Statistics  
Ordnance Survey  
Royal Air Force Museum  
Tate Gallery  
The Electoral Commission  
The United Kingdom Hydrographic Office  
UK Export Finance  
Wales Audit Office

## LOCAL GOVERNMENT

Angus Council  
Antrim and Newtownabbey Borough Council  
Arun District Council  
Ashford Borough Council  
Aylesbury Vale District Council  
Blaby District Council  
Bolton Council  
Bracknell Forest Council  
Brent Council  
Brighton and Hove City Council  
Buckinghamshire County Council  
Cambridge City Council  
Cardiff Council  
Causeway Coast and Glens District Council  
Ceredigion County Council  
Chelmsford City Council  
City of Edinburgh Council  
City of York Council  
Craven District Council  
Dartford Borough Council  
Derbyshire County Council  
Dorset County Council  
Dudley Metropolitan Borough Council  
Dumfries and Galloway Council  
Durham County Council  
Ealing Council  
East Ayrshire Council  
East Lothian District Council  
East Renfrewshire Council  
Enfield Council  
Essex County Council  
Gedling Borough Council  
Gravesham Borough Council  
Hampshire County Council  
Harrogate Borough Council  
Harrow Council  
Hart District Council

High Peak Borough Council  
Horsham District Council  
Improvement and Efficiency West Midlands  
Isle of Wight Council  
Leicestershire County Council  
Lichfield District Council  
Lisburn and Castlereagh District Council  
London Borough of Hounslow  
London Councils  
Luton Borough Council  
Newcastle City Council  
Newham Council  
Norfolk County Council  
North Ayrshire Council  
North Devon Council  
North Lanarkshire Council  
North Lincolnshire Council  
North Somerset Council  
North Warwickshire Borough Council  
North West Leicestershire District Council  
Northamptonshire County Council  
Norwich City Council  
Pendle Borough Council  
Plymouth City Council  
Portsmouth City Council  
Powys County Council  
Preston City Council  
Reading Borough Council  
Richmondshire District Council  
Rochdale Borough Council  
Ryedale District Council  
Salford City Council  
Sedgemoor District Council  
Selby District Council  
Shropshire Council  
Solihull Metropolitan Borough Council  
South Bucks District Council

South Hams District Council  
South Kesteven District Council  
South Lanarkshire Council  
South Norfolk Council  
South Somerset District Council  
South Tyneside Council  
Southwark Council  
Stafford Borough Council  
Staffordshire Moorlands District Council  
States of Jersey  
Stratford-on-Avon District Council  
Sunderland City Council  
Swale Borough Council  
Tandridge District Council  
Test Valley Borough Council  
Tewkesbury Borough Council  
Thurrock Council

Torbay Council  
Tower Hamlets Council  
Trafford Council  
Transport for West Midlands  
Tunbridge Wells Borough Council  
Warrington Borough Council  
Wealden District Council  
Welwyn Hatfield Borough Council  
West Devon Borough Council  
West Lancashire Borough Council  
West Lothian Council  
West Sussex County Council  
Winchester City Council  
Wirral Borough Council  
Wolverhampton City Council  
Yorkshire Purchasing Organisation

## **NON-DEPARTMENTAL PUBLIC BODIES**

Advisory, Conciliation and Arbitration Service  
Agri-Food and Biosciences Institute  
Architecture and Design Scotland  
Arts Council England  
British Broadcasting Corporation  
British Geological Survey  
Cairngorms National Park Authority  
Care Quality Commission  
Children's Commissioner for England  
Engineering Construction Industry Training Board  
Environment Agency  
Forestry Commission Scotland  
Historic Environment Scotland  
Hoople  
Human Fertilisation and Embryology Authority  
Invest Northern Ireland  
Loch Lomond and The Trossachs National Park Authority  
Marine Management Organisation  
National Institute for Health and Care Excellence  
National Museums and Galleries of Wales  
National Museums Scotland  
Natural England

NHS Digital  
NHS Education for Scotland  
Northern Ireland Housing Executive  
Northern Ireland Water  
Northern Lighthouse Board  
Office of The Scottish Charity Regulator  
Pensions Ombudsman  
Science and Technology Facilities Council  
Scottish Qualifications Authority  
Scottish Social Services Council  
Skills for Health  
Sport England  
The British Library  
The National Gallery  
The Scottish Housing Regulator  
Tourism Ireland  
Transport Focus  
Transport Scotland  
Ulster Farmers Union  
Victoria and Albert Museum  
Wilton Park Agency