

## Improved Collaboration and Efficiency Overcome Fragmentation at UK Government Body

Innovate UK Uses Enhanced Payroll Solution as Catalyst for Greater Agility and Better Teamwork across HR and Finance

Although Innovate UK was already live with Workday Human Capital Management and Core Financials, collaboration between its HR and Finance teams was limited.

Douglas Ward joined in 2020 as Deputy Director – Business Systems and Insight, his cross-cutting, cross-platform perspective enabled him to see that this approach was creating inefficiencies and stifling cross-functional partnership. The organisation was also still using spreadsheets and other manual processes to supplement Workday alongside ancillary systems. And then the pandemic struck, adding further complexity and driving the need for a transformed way of working for employees, as well as higher demand for funding among Innovate UK's many business customers.

Deploying Workday UK Payroll presented Innovate UK with an opportunity to realise the full potential of existing investment in Workday. Payroll was acknowledged as the ideal bridge between the HR and Finance functions, and the team was tasked with championing an agile approach to implementation.

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People know they can come to our team and within minutes get a new report or view...

**Douglas Ward**

Deputy Director – Business Systems and Insight, Innovate UK



### About Innovate UK

- Public body with over 500 employees
- Enables and supports UK business innovation
- Funds research for economic growth

### Benefits

Introducing Payroll as a bridge between HR and Finance rapidly proved its value, streamlining Innovate UK's ability to make effective change and access accurate data. During the pandemic, major efficiency improvements enabled grant support for UK businesses to more than triple, with little increase in cost or headcount.

- Reduced complexity
- Rapid access to accurate data
- Streamlined collaboration
- Fast, efficient COVID-19 response

### Workday Applications

- Human Capital Management
- Financial Management
- Payroll
- Recruiting
- Learning
- Expenses

## Nimble, faster, more dynamic

The success of the approach taken by Ward and his Workday Product Manager, Michael Zumaro, quickly proved doubters wrong. It rapidly demonstrated value in the form of improved agility and a radically accelerated ability to make changes and generate data for strategic decision-making. This success was widely acknowledged across the HR and Finance teams.

“As payroll was a mutually shared interest between the two functions, everybody was highly motivated to make it work. One thing that worked really well was a project team between Finance and HR, with a dedicated payroll manager who ran the project and now has it as a full-time job.”

Ward highlights examples of outstanding improvement. “It was simple to add a new item that meant we could pay everybody a working-from-home allowance,” he says. “And when we wanted to look at how many women were in senior grades, it took just five minutes to create a graph with live information, down from a couple of weeks. Overall, we’ve proved as a public sector entity we can implement and embrace innovative technology.”



Revolutionised decision-making to meet COVID-19 demands



Much improved agility for streamlined innovation



Ability to meet fast-growing demand for live data

## Accelerating Innovation for UK Industry

The line-up of tools and technologies at the team’s disposal, with Workday at its heart, is significantly improving Innovate UK’s ability to fulfil its mission.

As Ward says, “The goals behind our simple vision of making awesome products and services for everyone, include giving out more money, running more projects and working with more businesses.

During COVID-19, Innovate UK awarded at least three times more grants than before, with only a slight increase to operational expenditure and headcount. This is seen as proof that its teams and solutions are working effectively for UK businesses.”



Through Workday Payroll, we have transformed the way in which we manage our business.

**Rob Shaw**

Director of Finance, Innovate UK



We have accelerated our monthly payment processes while increasing data-quality assurance with automated payment checks.

**Rob Shaw**

Director of Finance, Innovate UK



Integrating data has enhanced the information available to us and organisations like HMRC and pension providers.”

**Rob Shaw**

Director of Finance, Innovate UK



Now we do everything in-house, we’re quickly building our skillset. It’s great to have everything in the same space, not on 600 spreadsheets.

**Michael Zumaro**

Workday Product Manager  
Business System & Insight  
Innovate UK

## Satisfying a Growing Demand for Data

Following the appointment of Indro Mukerjee as Innovate UK CEO in May 2021, Ward believes the demand for live data is set to increase exponentially.

“He is incredibly tech savvy and very data-intensive in the way he manages the organisation,” says Ward. “So that’s pivoting us towards needing to provide immediate answers to questions across the business.”

“That’s great, because just being faced with these kinds of questions is inspiring everyone to learn how to use the new tool and really get the best out of it. It’s forcing everybody to recognise the value of new technologies, and that’s very important in driving a performance culture.”

## Ease of Use Drives New Efficiencies

Workday’s ease of use, even for non-digital natives, is driving a newly positive attitude to change. Rather than automatically asking for training, people are saying “let’s just get it done, let’s figure out how to do it and not be afraid to fail”.

When there is a change, people understand how they can find what they need with just two clicks. They are confident that they can easily find what they need to know, which is making the team and the organisation far more efficient.

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It’s so easy to turn on new functions we’ve been able to deliver at an incredible pace. Don’t assume you need a six-month lead time to change orders.

**Michael Zumaro**  
Workday Product Manager  
Business System & Insight  
Innovate UK

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We now have payroll data in Workday, giving us visibility of payslips and automating many calculations and processes that were previously manual.

**Katy Holyday**  
Senior HR Business Partner  
Innovate UK

“

It means you can own and deploy faster in government. This is the most effective, cheapest way to do programme delivery...

**Douglas Ward**  
Deputy Director  
Business Systems and Insight  
Innovate UK

