

**UKSBS**

*Shared Business Services*



# UK SBS Business Plan

2021-24

# Summary

The UK SBS Business Plan 2021-2024 builds on the 2020-23 plan, reflecting developments including the Government Shared Services (GSS) strategy and our transformation plans.

## Organisational imperatives

- Relentless focus on service quality
- Enable the Government Shared Services (GSS) strategy as the Business Services provider for the Matrix cluster
- Enabling separate new systems to effectively and efficiently support BEIS / Matrix cluster and UKRI future requirements

## Strategic themes for change

- Simplifying processes (aligned to GSS objective 'Standardised processes and data')
- Maintaining and improving operational efficiency (aligned to GSS objective 'Efficiency and value for money')
- Enhancing user experience (aligned to GSS objective 'Better experience for all users')
- Growing the skills and capability of our people (UK SBS transformation / strategic workforce plan)
- Resilient infrastructure and security (securely maintain current and future capabilities)

## The longer term

- A transformed organisation with enhanced capacity and capability
- A reputation built on quality
- Ready for further harmonisation of client services and systems to drive efficiency and effectiveness
- Ready to offer new services to current clients and / or support further clients

# our 2025 Ambition remains the same: growth based on enduring service quality

By 2025 UK SBS will have a track record of relentless focus on quality service delivery and have successfully delivered new systems, transforming capacity and capability.

UK SBS will be a very different organisation, efficiently managing multiple platforms and delivering a great user experience underpinned by simple processes and modern business IT.

Growth brings efficiency with potential for new services to current and future partners

## Vision

The leading UK public sector business services provider, actively sought by government bodies

## Mission

To provide high quality and easy to use business services that add value to our partners, so they can focus on achieving the best outcomes for the British people and the UK economy

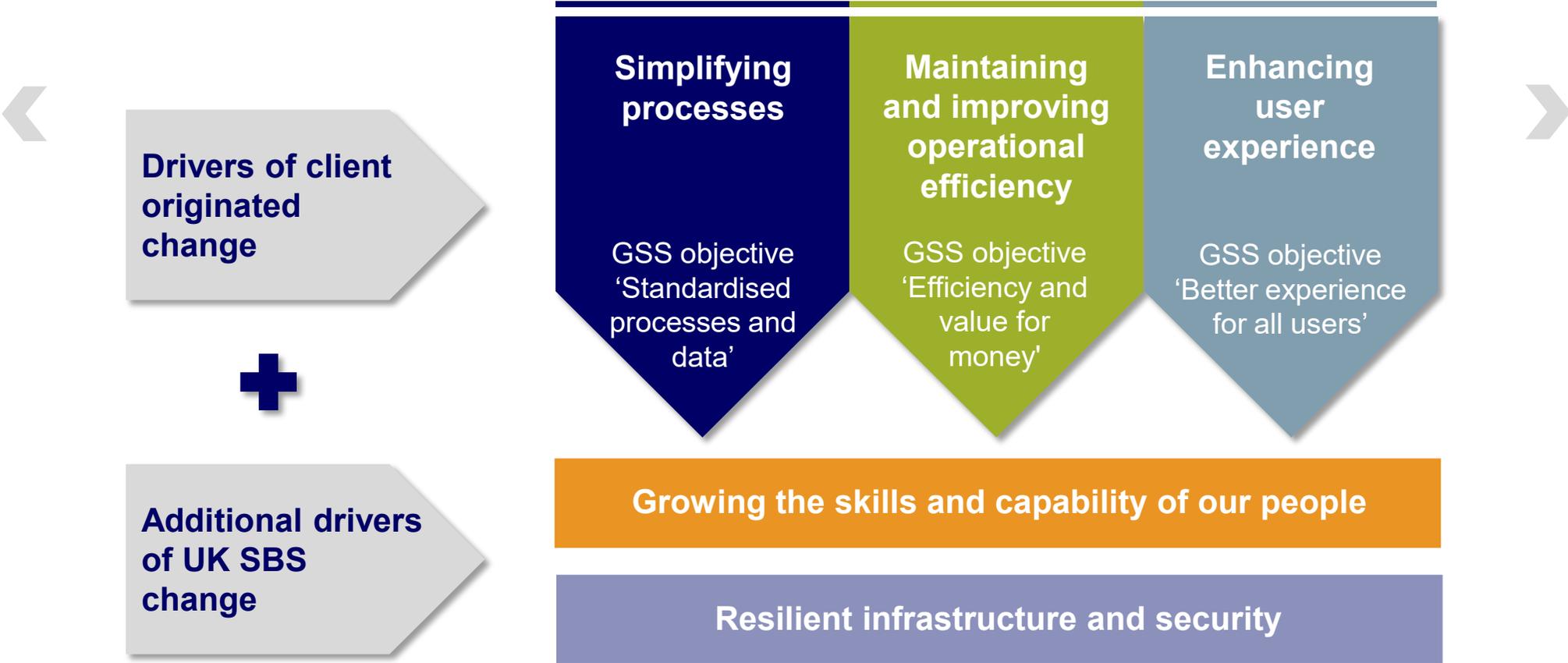
# our Values and Behaviours

Our Values define who we are and who we want to be, what we do and guide our behaviours. We've added some specific behaviours to support our ambitions. Working together, they help us to stay focused, and during times of change remind us why we need to evolve. They are a central part of our culture.

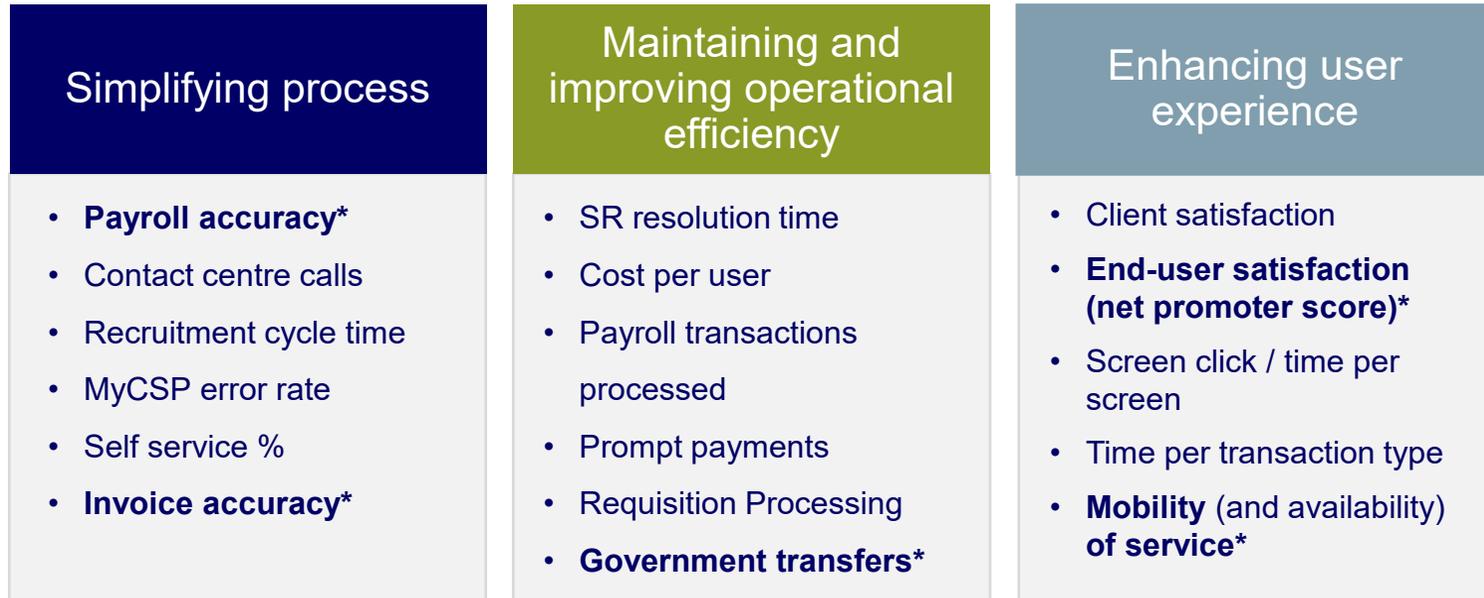


# Strategic Themes

The multi-year plan pursues five strategic themes, the first three focus on service quality, user experience and client change. The other two underpin UK SBS outputs and outcomes through internal changes.



# Service Measures



\* GSS core performance indicators for government

# Performance Measures



## Growing skills and capabilities

- Employee turnover
- Employee absence
- Internal promotion / retention ratio
- Employee engagement score
- % employees with development plan
- Strategic workforce plan delivered, including:
  - SME capability developed
  - Digital & service management capability enhanced

## Security and resilience

- No significant cyber breach or data loss
- Substantial assurance on core controls achieved and maintained
- Audit actions outstanding target achieved
- Evergreen platforms keeping pace with technology
- Software security patch updated
- Service availability target

# Change: Simplifying process



## 2021/22 Roadmap activity

- UKRI harmonisation and simplification (Payroll, Recruitment, Grants, Business IT, IUK)
- Automation and other process improvement opportunities to deliver efficiencies (**focus on joiners, movers and leavers and source to pay**)
- Identity and Access Management (user provisioning and active directory improvements)
- Data Warehouse implementation
- **Identify opportunities for convergence to GSS global standards**

## Other activity

- Data architecture, analysis and visualisation; initial opportunity identification
- Keeping close to Partners, to help develop plans for change in the most effective way
- Building continuous improvement capability
- Ensuring success of the PCB, to support prioritisation and scheduling
- Seeking agreement to a flexible and adaptable charging model to reflect increased clients and changes in user numbers
- Seeking agreement to a charging model for change that reflects multi client complexity

# Change: Maintaining and improving operations



## 2021/22 Roadmap activity

- Annual statutory tax amendments, other mandatory changes, client pay reviews
- Effective collaboration: utilisation of SharePoint and Teams
- Establish data team to support client and UK SBS data activity
- Prepare for potential MoG activity for BEIS and DIT
- Plan for pre-employment screening changes

## Other activity

- **Planning for additional Matrix cluster client onboarding**
- **Engagement in SHARP and Matrix Rapid Adopters Programmes**
- **Data convergence, utilisation** and visualisation to inform CI and decision making
- Decrease in overpayments / increase in debt recovery
- Ensuring success of the revised three lines of defence model
- Effectively aligning scarce resource to SR's and CR's
- Introducing standardised ways of working to operational teams (**process transformation**)
- Continue quality and data security campaign (**performance and quality**)

# Change: Enhancing user experience



## 2021/22 Roadmap activity

- Complete refresh of PSA service schedules
- Communications channels (updating Bridge, Knowledgebase, intranet and website)
- Complete Connect phase 2 for BEIS & DIT (phase 3 only with funding and clear business case)
- Digitisation & automation of key priority forms
- Further development of resourcing activity and Career Portal with UKRI
- Complete Business IT TOM roll-out for UKRI
- Complete Procurement TOM for BEIS
- CRM and linked telephony capability

## Other activity

- Ensuring success of the PSMB, to support end-to-end quality, process improvement, effectiveness and efficiency (informed by greater quantity and better quality user feedback)

# Change: Growing the skills and capability of our people



## 2021/22 Roadmap activity

- Organisation Design – a design to deliver all that is needed, simplifying the overall organisation structure to be able to flex and scale for the future
- Workforce Plan – to secure the capacity, capability and skills needed, covering generalist soft and more specialist skills, presenting development opportunities for employees and identifying capabilities to borrow or buy
- Culture & Behaviours – evolving behaviours to be able to embed and embrace the opportunities

## Other activity

- Gain BEIS, HMT and Cabinet Office agreement to a new reward framework to underpin the workforce plan
- Action plan to retain benefits of flexible working experienced through pandemic
- Create Learning Management System business case as a vehicle to provide material required for skills changes to deliver workforce plan
- Link organisational design to expectations of leaders, behaviours and performance management
- Maintain and enhance effectiveness of mandatory training
- Review and establish a new Diversity and Inclusion Strategy
- Review and establish new Employee Value Proposition
- Formalise plans for a multi-site strategy
- Mobilise for significant change activity

# Change: Resilient infrastructure and security



## 2021/22 Roadmap activity

- Implementation of network improvements strategy
- Deliver Siebel upgrade to maintain service in vendor support
- GDPR / SoDaR (including web centre auto retention and ISO27001)
- Implementation of a single OEM to manage, monitor and patch ROE & BOE.
- Enhance security through encryption at rest
- CRM planning
- Complete funded Disaster Recovery priorities for ROE and BOE
- ServiceNow domain separation to enable “white label” Service Desk as a Service for UKRI
- Integration Platform as a Service to improve interoperability between platforms

## Other activity

- Review and Update Technology Roadmap
- Architecture plans developed for a multi system environment
- Maintain increased focus on Cyber Threats, monitoring and mitigation/response plans
- Work with clients on clarification of Business Continuity requirements and plans



## Proud to play our part in Swindon | Newport | Billingham



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