

UK Shared Business Services Ltd

# Business Plan 2023/26

# UKSBS



*Shared Business Services*



## Chief Executive Overview

This document sets out the UK SBS Business Plan to achieve our 2026 ambition of providing increasing value to our partners, through growth, based on enduring service quality, resilient digital infrastructure and leveraging the opportunities provided by the Government Shared Services (GSS) Strategy.

As a public sector owned shared service centre, UK SBS is motivated by a desire to deliver the highest possible quality of service to our partner organisations, within the bounds of their affordability. We are proud to play our part in contributing to the success of our partners, as reflected in our Vision and Mission.

By 2026 UK SBS will be the leading UK public sector business service provider, efficiently and securely managing multiple technology platforms and delivering a great end-user experience, underpinned by simple processes and cutting-edge business IT. Our operating model will balance harnessing the value for money and efficiency offered by greater automation and self-service, with responsive and personal interactions for more complex needs. Our flexible approach will enable us to flexibly support a wide and changing range of partner requirements.

Our people will continue to be at the heart of our company, supported by empowered leaders and enabled by an inclusive and diverse working culture.

We will have welcomed new public sector partners, adopting an agile and forward-thinking approach to meet their business requirements and the Government agenda. Our mutual ownership model will ensure best value for the public purse.

Richard Semple  
CEO



## Strategic Intent

UK SBS intends to become the leading public sector business service provider, offering ever improving user experience and realising increasing value for money for the taxpayer. We will do this by modernising and transforming end-to-end business processes, enabled by the implementation of the latest Cloud Enterprise platforms, whilst gaining economies of scale as we at least double the size of our business. In parallel, we will ensure the successful establishment of three new Departments of State<sup>1</sup>, following the February 2023 Machinery of Government (MoG) changes. Successfully reorganising, reskilling and resetting ways of working alongside implementing the SHARP<sup>2</sup> Programme will provide the springboard for:

- Further exploitation to help UKRI realise headcount and financial efficiencies
- Securing service delivery and realising benefits for the Matrix cluster of policy Departments
- Offering affordable services to other public bodies
- Increasing the commonality of services provided to all our partners
- Developing and offering new services to existing and new partners.

**Vision**

The leading UK public sector business services provider, actively sought by public 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 vision reflects the direction set out in the Government’s Shared Service Strategy with the intent of modernising and continuously improving our services, whilst providing them to a broader range of partner organisations within the Matrix Policy Cluster of Departments<sup>3</sup>.

Our mission statement embodies the unique mutual relationship with our owners, who are also our largest clients, and whose employees are the end-users of our service. It critically aims to drive a customer centric approach throughout the organisation.

How we conduct our business is encapsulated in a set of values and behaviours:



<sup>1</sup> Department for Business and Trade (DBT), Department for Energy Security and Net Zero (DESNZ), Department for Science, Innovation and Technology (DSIT)

<sup>2</sup> UKRI sponsored Shared Services for HR, Accounting, Reporting and Procurement programme, replacing one of UK SBS’ current on-prem platforms

<sup>3</sup> Departments in footnote 1 plus Cabinet Office, HM Treasury, Department of Culture, Media and Sport, Department of Health and Social Care, Department for Education, Attorney General’s Office

## Strategic Approach

Attaining our vision and mission requires us to leverage our **key strengths** that are valued by current and potential public sector clients to exploit **market opportunities**. Progress is captured against a clear set of **measurable success** criteria that are important to our partners, as both owners and clients. Our plan for the next three years is built across six **themes** which, coupled with maturing capacity and capability, will lead to a strengthened and enlarged mutual 'Teckal'<sup>4</sup> organisation.

By 2026, UK SBS will be the leading UK public sector business service provider, efficiently and securely managing multiple technology platforms and delivering a great user experience, underpinned by simple processes and cutting-edge business IT.



Our operating model will balance harnessing the efficiency offered by greater automation and self-service, with responsive and human interactions for more complex needs. Our flexible approach will enable us to support a range of client service requirements.

Our people will continue to be at the heart of our company, supported and empowered by positive leaders and enabled by an inclusive and diverse working culture. We will have leveraged external expertise and capacity brought by our Managed Service Provider, PwC, to bring innovation to UK public sector shared services.

We will have welcomed new partners, adopting an agile and forward-thinking approach to meet their requirements and the Government agenda. Our mutual ownership model ensures best value for the public purse and the agility to respond rapidly to future Government initiatives.



<sup>4</sup> A public sector procurement derogation allowing services to be provided by a subsidiary without competition
























## Key Strengths




In looking to grow the organisation we are not pursuing profits, rather, as a not-for-profit organisation, we see a clear market need we can meet that adds increasing value to the public sector.

We aim to work in partnership with organisations that value our strengths and approach, creating mutual benefit. We see our key strengths as:

- 
**Public sector ethos and insight**
  - Deep understanding of public sector financial, political and policy-making framework
  - Mutually owned, cost effective, not for profit organisation with public sector ethos
- 
**Change delivery and flexibility**
  - Agility to leverage or adapt services at pace, to deliver Government priorities quickly and securely, with no procurement or contract negotiation complexity
  - Total cost transparency with no margin
- 
**Proactive and forward thinking**
  - Works in close partnership with clients to evolve service offering and anticipate future public sector needs
  - Brings best practice business change, leveraging close supplier relationships
- 
**High quality professional service**
  - Data reliably, safely and securely managed
  - Services efficiently delivered with compliant processes
  - Quality focus for customer service
- 
**Nationally distributed talent**
  - Diverse, inclusive and highly engaged workforce across UK regions
  - Growing own talent with commitment to investing in skills development and capability building

We understand how we must build and enhance these strengths so they are more than words on a page, but are appreciated by our partners, from experience. We will maintain current strengths, ensure those that are currently medium become high maturity by 2026, and make significant progress to medium maturity for those currently weaker.

Client and End User Experience	Client Confidence in Delivery	Client Partnerships
 Responsiveness	 Reputation in the market	 Partnership approach (mutual status)
 Cyber security skills	 Integrity & public sector values	 Hold customer corporate knowledge
 Service offering	 Secure and accurate data	 Knowledge of key stakeholders and ways of working
 Experience of implementing Cloud SaaS	 Resilience	 Forward thinking and proactive service provider
 Tailored customer solutions	 Certainty of quality	 Transformative, flexible ways of working
 Appetite to take on risk where appropriate	 Experience of delivering changes for government	 Doesn't operate for profit
 Engaging & smart end-user experience	 Flexibility in delivery	 Commercially informed insights
 Empowered workforce	 Reliability & compliance	

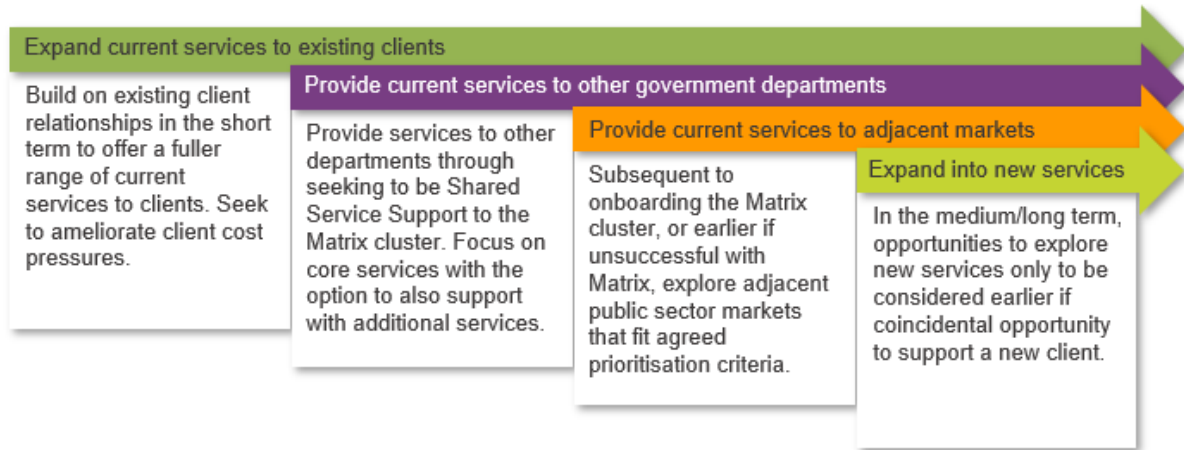
 High maturity   
  Medium maturity   
  Low maturity

## Market Opportunities

Our desire to grow the business by partnering with more clients is based on a belief that this will provide greater value for money for the public purse. Building a larger, publicly owned Shared Services Centre will provide financial benefits through economies of scale, reducing unit costs through leveraged infrastructure, standardised processes and tools; greater flexibility to meet new demands while continuing to deliver a quality service; greater operational efficiency; and more innovation through access to a broader base of best practice.

Our current partners and the opportunity to support the Matrix Cluster of Policy Departments, aligned to the GSS strategy, remains our immediate focus. However, we recognise the need to plan for multiple scenarios, including being unsuccessful in seeking to support the Matrix Cluster, whilst remaining committed to the UK SBS vision.

We have identified four opportunity areas, the first two reflect this plan with the other two explored for future business plan periods; earlier if the Matrix does not choose UK SBS.

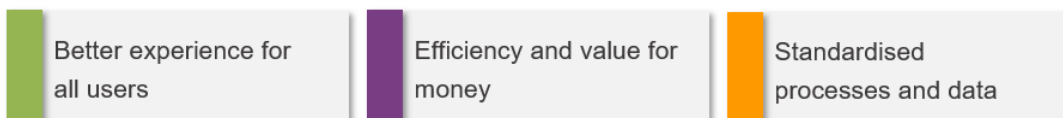


## Measuring Success

The UK SBS management information framework reports progress as we deliver our challenging and ambitious plans to the Board, Audit Committee, Executive and our partners. It includes:

- Delivery and progress against the key themes of the Business Plan
- Delivery and progress with major change programmes
- Management of key risks
- People effectiveness and engagement
- Key partner issues (part of our relationship management)
- Financial performance versus agreed budgets
- Service performance against standards set out in the Partnership Services Agreement, measured by Service Key Performance Indicators (KPIs) agreed with partners.

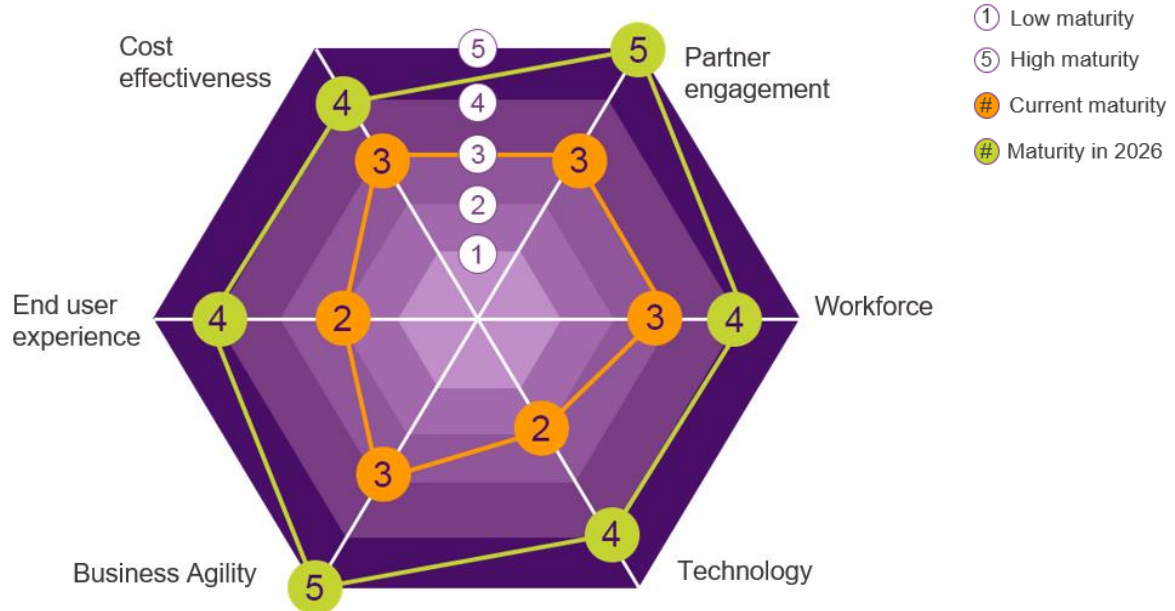
These capture what and how we deliver. Alongside hard data, they include partner feedback, user experience data and client service management reviews. They encompass the GSS imperatives:



The key Business Plan measures are at Annex A. These will evidence the economic benefits of shared services, with quality service retained whilst unit costs are reduced through scale, leveraged infrastructure, standardised processes and tools.

## The Plan

We recognise there is much to do to ensure UK SBS is the organisation to deliver our vision, but we understand our current position and have a clear appreciation of where we aim to be. Our plan will deliver greater maturity across six themes that make a difference to our clients:



The activity we will focus on for each theme includes:

- End User Experience.** End user experience of our services will be much more mobile, digital, intuitive and engaging. Adoption of new SaaS ERP/HCM platforms will contribute significantly to this, implementation of SHARP with UKRI in early 2024 being the first. An upgraded BOE platform, for our other current clients, will deliver some improvements in the same timeframe, accompanied by ongoing digitisation and automation of forms with the new 'Bridge' knowledge base for support. An industry standard four tier service model will be operating this year (2023/24), providing a single 'front door' for users, with agents who have developed a strong customer focus, accessed through a variety of easy-to-use email and voice channels (with chat well into development). Clear customer feedback loops will be in place with average satisfaction scores rising from today's 6-7 to 8-9 out of 10.
- Cost Effectiveness.** UK SBS's service costs already compare favourably with other service providers, as a mutually owned not-for-profit shared services centre. Nevertheless, we will constantly seek further cost reductions and service improvements, fully embedding a culture of continuous improvement, as well as exploiting the opportunities of greater self-service and automation available through modern SaaS platforms. Increasing client and customer numbers will spread fixed costs more thinly, reducing cost per user. Encouraging greater convergence of clients onto a common set of services will further enhance these opportunities, as will the growth of further value adding services, notably data and analytics.
- Partner Engagement.** Investment in growing and professionalising our partner engagement approach is essential and will be undertaken to manage and meet more

effectively existing clients' expectations, as well as leading the establishment of changed post-MoG relationships and onboarding of new clients, for which a clear methodology will be established. Client governance is being adapted to better focus on specific client needs, with an initial separation of BOE and SHARP for FY 2023/24. Development and implementation of a clear end-to-end SaaS value chain will be in place for SHARP go live. The option of an accelerated route to SaaS services will be in place for potential partner organisations that are not part of a major programme.

- Workforce.** Our workforce planning will ensure we right size the organisation to meet the evolving concurrent demands of quality service delivery and major programme delivery. We will complement our a recently improved recruitment approach by having a greater focus on growing our own talent through apprenticeships and graduate schemes, as we move towards establishing ourselves as a centre of education and shared services centre of excellence. A managed service partner is in place, bringing additional knowledge, expertise and capacity to the organisation, as well as a greater commercial mindset. Up skilling for cloud services is well underway and will grow through the implementation and subsequent experience of utilising SHARP. Targeted internal campaigns and coaching will reinforce behavioural change, inculcating a proactive customer focus constantly striving for continuous improvement and agility. Our approach to performance development and reward will be aligned to our culture and demanding expectations of the team. Our commitments to Equality, Diversity and Inclusion and Corporate Social Responsibility will be full reflected in our employee value proposition, as we know this is vital to attracting, engaging and retaining the committed public servants we need for success.
- Technology.** Much has been done to deal with legacy technical debt in UK SBS and invest in a modern, loosely coupled architecture, exploiting cloud middleware services. This leaves the core ERP/HCM platforms as the remaining elements to be replaced, which SHARP will do for ROE in early 2024. BOE will not be replaced by a new Matrix platform until 2026. However, it will be upgrading to the latest version of Oracle EBS by the middle of 2024, ensuring that it remains properly supported until replaced. This work will encompass requirements to support the three new Departments of State created by the MoG. Exploitation of digitisation and automation capabilities will continue as will investment in security and cyber resilience to ensure that the ever-evolving threat is countered and ISO27001 accreditation is maintained.
- Business Agility.** UK SBS is adopting a much more agile and flexible mindset, reacting to external and internal demands, and driving continuous improvement. This will bring greater flexibility to meet new demands while continuing to deliver a quality service. We are introducing the Scaled Agile Framework (SAFe), using the implementation of SHARP to trial our first agile release train. We will be working collaboratively across the organisation and with partners, constantly adding to and grooming a backlog of requirements, whilst maximising the SaaS value chain from suppliers through to our clients and managing the drumbeat of quarterly systems releases alongside other client required changes. We will build on our track record to flexibly deliver, at short notice, our Partners' new policy imperatives. All change will continue to be delivered at cost against agreed priorities.



## Governance

Governance of the Company will change this year to reflect MoG adjustments, with the Department for Science, Innovation and Technology (DSIT) becoming our sponsor Department of State and all three Departments becoming shareholders, broadening our shareholder base to four<sup>5</sup>. Our intent is to build on these changes to end up with a straightforward approach that allows owners to leverage 'Teckal' opportunities whilst exerting appropriate high-level control and investment oversight through the owner appointed Board. The ownership model supports the company in managing multiple services, to multiple clients, enabled by multiple platforms.

UK SBS services are currently governed through a Partnership Services Agreement (PSA) with our two current owners.<sup>6</sup> The PSA includes service schedules, escalation and relationship management protocols, data handling, assurance reporting and business continuity. This will be updated to reflect different details in services and service delivery / change management for each platform, with senior level Partnership Service Planning boards directing change delivery and service quality improvement. The funding model will evolve into a pricing/charging model to provide a much clearer relationship and line of sight between service demand, BAU funding and service performance.

## Finance and Budgets

Over the next three years, UK SBS will be funded from a broader range of sources:

- Client BAU funding will continue as the main source of income. Using the current owner agreed, cost model, the projected BAU funding required to meet clients' projected demands is shown below. It assumes no new Matrix Programme clients during the period of this business plan but does include an extra 1,500 users resulting from the MoG change announced in spring 2023.

<b>BAU service charges</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>(ROM estimates in £M)</b>			
BAU service charges	39.3	39.5	38.3

- Owner-provided maintenance capital funding to allow UK SBS to maintain and, where appropriate, enhance existing IT infrastructure and tooling is below.

<b>Maintenance capital</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>(ROM estimates in £M)</b>			
Maintenance capital	1.4	1.5	1.5

- It is anticipated that further to the above, client funding, both capital and non-capital, will be provided to meet other compliance and operational demands on platforms.

<sup>5</sup> DBT, DESNZ, DSIT and UKRI

<sup>6</sup> DIT currently receive service under an MoU with BEIS

UK SBS activity as part of major programmes will be funded by those programmes. Funding has been estimated for those as follows.

<b>Major programmes</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>(ROM estimates in £M)</b>			
SHARP (resource only)	2.9	0.1	
BOE upgrade	2.7	0.2	
Matrix	0.4	0.4	0.4

Currently, we agree a costing model with our partners to facilitate appropriate funding for services and change projects, based on client predicted demands. Recent experience has been that this falls short of actual demand, creating an imbalance in service demand vs supply. Expanding the number of clients will reinforce the need for the model to evolve. The plan is to shift to a pricing model that better reflects the actual service demand placed, but to avoid the added overhead that would result from moving to a full commercial model.

## Annex A

Strategic Theme	Objective	Key Results
End User Experience	End users advocate for our services	<ul style="list-style-type: none"> <li>User Experience Score increases from 6.0 to 8.5</li> <li>Client satisfaction scores increases from 7.0 to 8.0</li> <li>SLAs consistently within target</li> </ul> <p>April 2023: Maturity score = 2            April 2024: Maturity score = 2            April 2025: Maturity score = 3  <b>April 2026: Maturity score = 4</b></p>
Cost Effectiveness	Our value to the public sector is evidenced, understood and appreciated	<ul style="list-style-type: none"> <li>Right first time increase of 15%</li> <li>Standard service cost per user reduces from £573 to £487</li> <li>Reduction in off system contacts (phone calls and emails) by 20%</li> <li>Reduction in processing times by an average of 5%</li> </ul> <p>April 2023: Maturity score = 3            April 2024: Maturity score = 3            April 2025: Maturity score = 4  <b>April 2026: Maturity score = 4</b></p>
Partner Engagement	Our shared service and professional expertise support and informs our Partners' planning	<ul style="list-style-type: none"> <li>User number increase to &gt;50k</li> <li>Client numbers increase to &gt;7</li> <li>Client insights / proposed service enhancements &gt; 1 / quarter</li> <li>Strategy &amp; Change Client survey score increases from 5.5 to 7.0</li> </ul> <p>April 2023: Maturity score = 3            April 2024: Maturity score = 3            April 2025: Maturity score = 4  <b>April 2026: Maturity score = 5</b></p>
Workforce	Our engaged workforce across the regions and services are recognised as the UK public sector centre of excellence	<ul style="list-style-type: none"> <li>% Turnover maintained at &lt;15%</li> <li>Absence rates maintained &lt; 3.5%</li> <li>Employee satisfaction scores maintained &gt;70%</li> <li>Time to Hire from 76 days to 30 days</li> <li>Learning days / head &gt; 10 and ROI evidenced</li> </ul> <p>April 2023: Maturity score = 3            April 2024: Maturity score = 3            April 2025: Maturity score = 4  <b>April 2026: Maturity score = 4</b></p>
Technology	Modern, secure and efficient enabling technologies seen as an industry reference point	<ul style="list-style-type: none"> <li>Maintenance of ISO27001</li> <li>No major security breaches</li> <li>Service outage below &gt;1 per m</li> <li>All technology &amp; digital products remain 'in support' (excludes products that are to be decommissioned)</li> </ul> <p>April 2023: Maturity score = 2            April 2024: Maturity score = 3            April 2025: Maturity score = 4  <b>April 2026: Maturity score = 4</b></p>
Business Agility	We work together as one team to deliver change at pace whilst reflecting our Partners' ever-moving priorities in an ever-changing world	<ul style="list-style-type: none"> <li>80% teams adopting agile practices</li> <li>100% client policy initiative support requests delivered</li> </ul> <p>April 2023: Maturity score = 3            April 2024: Maturity score = 3            April 2025: Maturity score = 4  <b>April 2026: Maturity score = 5</b></p>

## UK SBS Organisational Maturity Model

Theme	Maturity score = 1	Maturity score = 2	Maturity score = 3	Maturity score = 4	Maturity score = 5
<b>End User Experience</b>	Basic understanding of customer expectations or needs. Inconsistent customer experience, challenging to navigate customer experience. High level of rework required. Strong reliance on manual forms and processes. Minimal self-service. User Experience Score 5 and under.	Basic technology advances, such as Chatbots, in place. Route into UK SBS services is defined and an element of self-serve is in place. User Experience Scores between 5 - 6.5	Single front door with a guided user journey and progress updates provided. Digital improvements and chatbots across the service. Clear internal hand-offs and high level of on-time delivery. Quality measures in place. User Experience Score between 6.5 - 8.5	User journey is intuitive. Partnership approach delivers minimal exception rules balanced by adaptability in response to customer requirements. Single ownership and case management in place. Digitisation, including data validation and flow through, is fully delivered. User Experience Score between 8.5 - 9.	Full understanding of customer expectations and ability to deliver them. Customer centric with a virtual assistance integrated across all services. All outward-facing staff have strong customer service capabilities. User Experience Score 9 and over.
<b>Cost Effectiveness</b>	Basic ability to apportion and charge for core and additional services.  Services costs are not benchmarked.	Cost of core and additional services understood, with basic organisational measurements in place.  Core service costs are in the lower quartile when compared to market benchmarks.	Basic benchmarking framework in place.  Cost of core services understood and benchmarked to relevant market comparators.  Core service costs are in the lower middle quartile when compared to market benchmarks.	Understanding of the cost of all services (core, value add and change delivery) with the ability to price services and change delivery for new and existing clients.  Effective benchmarking and MI supports identification of the internal levers which can be used to deliver cost reduction opportunities.  Core service costs are in the upper middle quartile when compared to market benchmarks.	Transparent based analysis drives the use of internal levers to maximise effectiveness and cost reduction opportunities, and to support clients to leverage opportunities to drive down costs.  Core service costs are in the upper quartile when compared to market benchmarks.

<p><b>Partner Engagement</b></p>	<p>Partner engagement is reactive and uncoordinated.</p> <p>No client feedback mechanism in place.</p>	<p>Partnership Management Team in place, supported by an agreed governance structure/engagement model. Engagement remains reactive and relationships are imbalanced with a focus on tactical issues.</p>	<p>Senior leaders have business partnering capability. Partnership Managers rarely get involved in low level issues. Active promotion of UK SBS capability and capability to external bodies. Greater parity in client relationships ensures an understanding of priorities and drivers. Basic Business Development capability in place.</p> <p>Client feedback mechanism in place, with satisfaction scores between 6-7.</p>	<p>All leaders have business partnering capability. Relationships exist at multiple levels with partners and suppliers. Partnership Managers are well-connected and highly-engaged with positive feedback from partners. Networking is the cultural norm.</p> <p>Client feedback mechanism in place, with satisfaction scores between 7-8.</p>	<p>Partner and Supplier Organisations are delivering together with consensus around priorities and drivers. Flexible performance measures aligned to clients needs. UK SBS known as an Intelligent Supplier. All outward-facing staff have strong business partnering capabilities. Active stakeholder awareness and network extends beyond current partners.</p> <p>Client feedback mechanism in place, with satisfaction scores between 8 and above.</p>
<p><b>Workforce</b></p>	<p>Responsibilities are siloed, working practices are based on past practices, employees are not actively performance managed nor developed and are emotionally detached</p>	<p>Inconsistent performance and development management, reactive workforce planning, lack of relevant skills, fixed mindsets, low morale from poor communications</p>	<p>Consistent performance and development management, workforce planning established, active training for roles, cross-team and multi site flexibility, established vision and inclusive culture. Data and MI on workforce composition (including diversity) available.</p>	<p>Capability and workforce planning integrated to deliver right organisational capacity, scale and diversity, leveraging national talent pools. Growth mindset and a self-starting learning culture established and supported.</p>	<p>Boundaryless, networked, inclusive and diverse organisation focused on continuous improvement to deliver mission and vision.</p>
<p><b>Technology</b></p>	<p>Estate comprises old on-premises solutions and non-standard bespoke systems. Products are unpatched leading to security vulnerabilities. Systems are siloed, with duplicated data, poor data quality and limited data masking. Unstable, out-of-support network equipment with minimal DR capability.</p>	<p>Non-ERP products are transitioned to the Cloud as standard. Limited patching on systems supported by manual activity. Manual synchronisation of data, with only limited access and ability to share and exploit data. DR hosted in RAL. Progress towards fully in-support hardware.</p>	<p>ROE clients on SaaS (SHARP); Contact Centre on SaaS; BOE upgraded. Good visibility of security vulnerabilities with activity underway to automate. ISO27001 certified. MVP on automation in place. APIs in use with some integration between systems. Network Simplification complete. Some cloud Infrastructure implemented.</p>	<p>All clients supported by SaaS ERP/HCM platforms. Fully up-to-date patching regime in place. Fully integrated systems allow data-driven decisions and mastery of data. Network Simplification enhancements and optimisation implemented.</p>	<p>UK SBS as an influencer and optimiser of SaaS platforms. Fully automated monitoring and security patching. Change agility on product integrations. Business is able to act on data and make value add decisions. Network and Infrastructure is fully Cloud where appropriate.</p>

<p><b>Business Agility</b></p>	<p>Significant notice periods necessary to flex service provision or deliver change.</p> <p>Change delivery uses waterfall project management with limited knowledge or use of agile methodology.</p>	<p>Able to respond to new requirements with reasonable notice periods with supporting change process and governance established.</p> <p>Smaller projects delivered using agile methodology.</p>	<p>Able to react and deliver new requirements promptly, with potential consequential impacts on BAU delivery.</p> <p>Adoption of lean-agile methodology initiated with leadership buy-in. Common lexicon, training and tooling deployment underway. Centre of Excellence established and working with the organisation to support increased use of agile.</p>	<p>Responsive to new requirements with ability to flex resourcing to reflect changing priorities with minimal impact on BAU. Able to pre-empt and prepare for changing requirements.</p> <p>Agile framework widely adopted with language and definitions understood at all levels of the business, quality measurements and assessments in place, Lean Portfolio Management applied. Partners appreciate the benefits of agile delivery.</p>	<p>Inspiring partners and suppliers with future opportunities; co-developing forward roadmaps for change. Highly responsive to new requirements with ability to rapidly deploy agile teams.</p> <p>Agile is the default way of working with high levels of expertise embedded across the organisation and supported by small hub of experts and coaches. Regularly delivering benefits to partners and suppliers, and sharing best practice externally.</p>
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