

UK Shared Business Services

Case Study

Challenge

UK SBS (Shared Business Services) provides finance, procurement, payroll and HR services to two major organisations: The Department for Business, Energy & Industrial Strategy (BEIS) UK Research and Innovation (UKRI) as well as for a number of smaller organisations.

The 'New Solution' Programme is a key element on the strategic UK SBS roadmap and will support the shared services provided by UK SBS to its owners, BEIS and UKRI, through the provision of a common HR & Finance Shared Services solution, from 2021.

The implementation of a new ERP system is in alignment with the UK Government strategy for shared services and Cloud First approach. UKSBS were seeking a qualified partner with the experience, expertise, and qualifications to provide an options appraisal of state-of-the-art cloud SaaS solution, future ERP System, to support the provision of HR/Finance/Procurement/Payroll service, both within the shared service and across client organisations.

Solution

The solution will provide the opportunity to re-engineer UKRI/BEIS & UKSBS Finance/HR/Payroll and Procurement 'end to end' business processes so that they are modern, standardised and intuitive with automated workflows as part of the overall shared service capability. In adopting the new systems, UK SBS will follow the Shared Services Strategy for Government, which aims to deliver mature fully integrated global shared services, with the following characteristics:

- Simplified, standardised, efficient processes;
- Retained functions focused on core and value-add services;
- Greater central visibility and control on technology;
- Improved cost and performance comparability across organisations;
- Greater consistency and satisfaction for the end users;
- Stronger data governance to drive improved reporting and business insights

The upgrade or replacement of the UK SBS systems provides an opportunity to transform the current services, through:

- Automation and self-service;
- Data quality improvement;
- Cost reduction through use of alternative provider arrangements (for example, cloud-based pay-per-use);
- Simplification of maintenance, security and software upgrades;
- Adoption of standardised processes and procedures
- Scalable services providing the opportunity for growth of the shared service through taking on other departments and arms lengths bodies

- Reduction of costs of hosting the systems by using cloud-based services.
- The benefits of implementing a new ERP and transforming the 'end to end' operating model for HR/Finance/Payroll/Procurement

Over an eight-week period, Caja provided a project lead and business analyst, supported by the wider pool of Caja expertise and knowledge to undertake a detailed analysis of UKSBS' current services and functional requirements and facilitated the design of the future target operating model.

This looked across the areas of Process, People and Technology Enablement, including infrastructure, applications, hosting and data.

As a part of the project the team also looked at the current capabilities of the IT department and their ability to support a future more flexible, agile and business-oriented IT capability, aligned to government digital skills framework.

Outcomes

Caja undertook a full options appraisal of the ERP market, benchmarking the functionality and approach to implementing an ERP, from this analysis, the go to market strategy was developed, from which the tender has been produced and issued to the market.

Deliverables included: -

- Current state assessment of all core processes
- Facilitation and development of future operating model
- Understanding of the full technical architecture required for the enablement of the shared service provision.
- Specification of the functional requirements
- Capability and skills analysis across the IT function
- Development of future IT skills and capability matrix and development plan