

Caja Case Study

UK Shared Business Services ERP Options Appraisal



01. 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.

02. 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 are seen as: -
- Re-engineered and harmonised business processes to help drive faster decision making, actions and cost efficiencies.
- Processes will be leaner, more efficient and largely 'out of the box' using fewer steps with less manual intervention. They will utilise workflow management with intuitive and easy to understand user interfaces.
- The administrative load will reduce both in UKSBS and retained client organisations, allowing resources to focus on more Value-Add Activities.
- Improved MI and BI - A 'single version of the truth' providing the foundation for more focused MI and BI delivered efficiently to users' desktops.
- BI better aligned to user needs, reducing reliance on spreadsheets; aid informed decision-making and enhances forecasting and strategic planning.
- Automatic updates will enable new or changed legislative requirements to be met in a timely, efficient and streamlined manner.
- Manager and End User access to self-service using accessible and intuitive methods of access.
- Enterprise architecture simplification as current systems are replaced, and middleware delivers functional integration across other peripheral systems reducing complexity and cost
- Master data management will provide clarity around data ownership and ensure that it is actively managed across clients.
- Managed Service Provider would support the University in increasing the "steady-state" and "business

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.

03. OUTCOME

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

For further information on this or any other case study, please contact us on:-

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