Shared Services Strategy for Government

Setting a clear direction for the next ten years
Shared service strategy for government
A Brilliant Civil Service enabled by cost effective shared services which will meet end user needs

Objective 1
Delivering value and efficiency
Separating technology from service centres, and including all transactional services

Objective 2
Convergence around processes and data
Consolidating and modernising technology platforms whilst maintaining choice for departments

Objective 3
Meeting end user needs
Promoting excellence and convenience for both staff and managers
Context
Government has a strong foundation upon which to build for the next 10 years

Key achievements
- Over half a million employees supported by shared services
- Over 90% of total employees within Ministerial Departments are supported
- Completed the rollout of MOJ and the RM Family to the SOP

Engagement
- More than 150 stakeholders, across functions, from 22 departments engaged in the strategy work
- Inflight projects and plans were documented
- A quick wins identification project was completed with Defra
- The importance of improved user experience was a consistent theme

Progress in 2017
- Home Office Oracle Cloud project underway
- Finance data standards defined, user experience in progress, and process splits and level 3 processes documented end to end
- HR customer experience workshops are 80% complete with departments, cross-government workforce reporting standards in draft, and user journeys, RACI charts, process splits and standards in development
01 Delivering value and efficiency
Separating technology from service centres, and including all transactional services such as pensions
## Governments position on the value curve

### Five point value maturity scale

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**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

### Department-Specific Opportunities

- **Home Office**
  - Border Force scheduling

- **MOD**
  - Logistics driver rotas

- **DFE**
  - Teacher recruitment

- **DWP**
  - Self organising staff rotas

- **MoJ**
  - Prisoner food ordering
01 How value and efficiency will be delivered

Summary

The spend on shared services across government is significant. Future savings are predicted to be in line with the 2013 business case.

If government was to implement this strategy with impetus industry experience indicates that approximately 10%-15% of further savings can be achieved over the life of the roadmap.

There is potential that further savings could be delivered through an increase in offshoring.

Getting shared services right will also have non-financial value for departments and will provide support for management to drive value and efficiency.

Key to success will be process convergence.

As shared service technology trend moves to cloud and automation, it requires a split between BPO provider and technology to expedite a reduced BPO.

This inevitable move has the implication of a need for strengthening the capability in the centre and department to ensure there is no single point of failure.

Splitting technology and service

This will drive efficiency by providing government with the flexibility to pursue shorter BPO contracts, use of multiple suppliers, and ultimately increase leverage with suppliers.

Facilitates a more co-ordinated approach to additional shared services

This will require a substantive negotiation with SSCL and building of internal capability. The two objectives are implementing the new split, and delivering new ways of working.

The Home Office project with Oracle Fusion is a pathfinder for this delivery model.

Adopting cloud software

This will lead to wider value across the lifetime of this strategy for example the Oracle Cloud Home Office pathfinder being extended to other departments enabling wider value to be achieved.

Increasing the focus on software as a service facilitates a quicker and less resource-intensive upgrade process.

Drives value for money for departments by providing greater control over technology and BPO providers.

Self service, robotics, and offshoring

Self-service will drive efficiency because end users are empowered to complete appropriate activities themselves.

Robotics automates repeatable tasks and allows processes to be completed with greater speed and accuracy.

Offshoring will be determined based on compliance with relevant HMG and Departmental data security policy and relevant legislation and the offshoring arrangement will be assessed periodically to ensure ongoing compliance with said policies.
02 Convergence around processes and data

Consolidating and modernising technology platforms whilst maintaining choice for departments
Processes and data
Developing end to end leading and standardised processes that are harmonised to maximise efficiencies and improve end user needs

02

Finance

Human Resources

Standard and consistent end user support processes

Standard and consistent reporting processes

Level 2 Process characteristics:
Developed with leading process characteristics that are consistent and standard across government
Clear process splits and hand-offs between retained teams, CoE’s, Shared Services Users and Shared Services
End to end in mind to identify upstream and downstream improvement opportunities
Designed with optimal end user experience in mind

Consistent data principles and standards
Strong data governance
Standard and simplified data maintenance processes and policies

Not complete list of shared service transactional processes e.g. Vetting, Procurement Services
Current Technology landscape
All core departments over 250 FTEs

HMRC
FTE: 60k

DFT
FTE: 4k

BEIS
FTE: 2.5k

FCO
FTE: 13k

DIT
FTE: 0.9k

MOD
FTE: 250k

ISSC 2

SOP

DWP
FTE: 85k

MOJ
FTE: 67k

HO
FTE: 29k

Adelphi

UK SBS

MOD DBS

HMT
FTE: 1.5k

DEFRA
FTE: 2k

CO
FTE: 2k

DFF
FTE: 3k

MOD
FTE: 250k

HMT
FTE: 1.5k

DFT
FTE: 0.5k

MOD DBS

Other

DFID
FTE: 2.9k

DIT
FTE: 15k

MOD DBS

SOP

DCMS
FTE: 0.5k

DEFRA
FTE: 2k

DFF
FTE: 3k

MOD
FTE: 250k

MOD
FTE: 250k

MOD DBS

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Future technology landscape
Technology arrangements will balance scale and risk, ensuring competitive tension among suppliers that helps to maximise value for government.
**Summary**

HR and Finance functions will lead process and data convergence which will be supported by strategic governance. HR and Finance functions will establish and maintain a global process taxonomy and global standards. The functions will be responsible for agreeing process change with departments through the Government Design Authority. Government will also be supported by the following.

**Technology to enable convergence**

Technology Platforms will be consolidated to support standardisation of processes and data. Departments will adopt a cloud platform during the life of the strategy to drive process convergence and automation. Home office will pioneer the Oracle cloud pathway for other departments to join.

**Developing three platforms for government**

Departments will have a choice between Oracle, SAP, and a third modern flexible platform. As established, leading ERP providers SAP and Oracle will create commercial tension and allow Government to demonstrate commercial leverage during negotiations. The third platform will provide a cheaper, flexible alternative for smaller departments.

**Sovereign departments leading their agencies**

Departments will make decisions on agencies in their family. Service centres will be competed when respective shared services arrangements expire. All departments will move to a sponsored platform over the period of the strategy.
03 Meeting end user needs
Promoting excellence and convenience for both staff and managers
03 Understanding end user needs
There will be an ongoing process to understand and address end user needs

- **Summer 2017**
  - **HR**
    - Focus Groups have been attended by over 100 Civil Servants from 9 government departments
  - **Finance**
    - Global Design principles workshop attended by over 300 people representing 14 organisations
    - Documenting User Experience for 10 specific roles
      - Complete

- **October 2017**
  - One-to-one interviews will be held with key end users to understand key elements of user needs
    - Complete

- **November 2017**
  - End user needs labs will be held with wider groups to understand how an end user interacts with the current system and where there are key pain points
    - Complete

- **2018 and ongoing**
  - End User Group will be responsible for embedding end user needs across the shared services model
    - A discovery phase on the feasibility of a single Civil Service user interface; this will be an option for departments and will be opt-in, not compulsory
Emerging end user needs
Initial end user needs have been identified and will be further developed through the life of the strategy

- Intuitive user interface
- Web-based service accessible through multiple devices
- Easily accessible management reporting and data
- All employee information available in one easily accessible online place
- Ability to track queries online
**Summary**

What this means for government

**Delivering value and efficiency**

- Value and efficiency will be delivered through:
  - Increasing shared service scope
  - Splitting technology and service
  - Moving to the cloud – software as a service
  - Self service, robotics, and offshoring (in line with data security principles)
  - Keeping contact centres onshore

**Convergence around processes and data**

- Convergence around processes and data will be delivered through:
  - HR and Finance functions will establish and maintain a global process taxonomy and global standards
  - Service centres will be competed when respective shared services arrangements expire
  - Departments will make decisions on agencies in their family, and all departments should move to one of three platforms over the period of the strategy

**End user needs**

- End user needs will be met through:
  - A series of end user engagements being held to determine how an end user interacts with the current system and where there are key pain points
  - End users being represented in the strategic governance structure, through end user groups, to ensure end user needs are continually monitored and responded to
  - These groups will be responsible for embedding end user needs across the shared services model
Next steps from January 2018

1. Move to strategic governance, including strategy relaunch of GDA and repositioning of the NGSS and COF as Government Shared Services at Cabinet Office

2. Open and conclude negotiations with SSCL on splitting technology and service centers

3. Produce fuller implementation plan for the strategy

4. Commence work on platform 3 and get Fusion implemented at the Home Office

5. Launch communication campaign on strategy incorporating convergent processes launch event January 2018