

Transforming UK SBS capability, capacity and culture

Learning, development and skills
July 2021

Business Plan on a page



The Company

History

- 2011 Research Councils create SSC
- 2013 BIS join and UK SBS born
- 2015 Owners consider alternatives
- 2017 Owners commit to joint working and investment
- 2020 Stable services delivered throughout pandemic

Governance

- Regulation 12 “Teckal”, non-profit making entity
- Strategic decisions require unanimous agreement of owners who are represented on the Board
- Operate to break-even with service and change costs agreed with partners
- A limited company requiring compliance with Companies Act 2006



Current Partners and Services

Finance		HR & Payroll		Procurement	Business IT
Standard	Additional	Standard	Additional	Commercial Procurement services compliant with all public sector and legal requirements Category and Framework Management Supplier and Contract Management	IT & Telecom Business Services for UKRI Research grants platform for UKRI EPM Hosting for BEIS
Customer Services Order to Cash Purchase to Pay Cash Management Non Current Assets Record to Report Tax	Treasury Forecasting Low Value Procurement EU & UN Project Accounting Specialist VAT Advice & Services Transparency Reporting	Customer Services Joining Work Building the Workforce Leaving Work Payroll Managing Service	Recruitment Training Reward & Recognition Immigration Complex Case Management Overpayment Recovery		

Two Oracle platforms for our Partners:

- ❑ ROE: UKRI, UK SBS
- ❑ BOE: BEIS, DIT, INSS, UKSA, ACAS

Supported by a range of on site and cloud based managed application services



Our Board agreed 2025 Ambition:

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

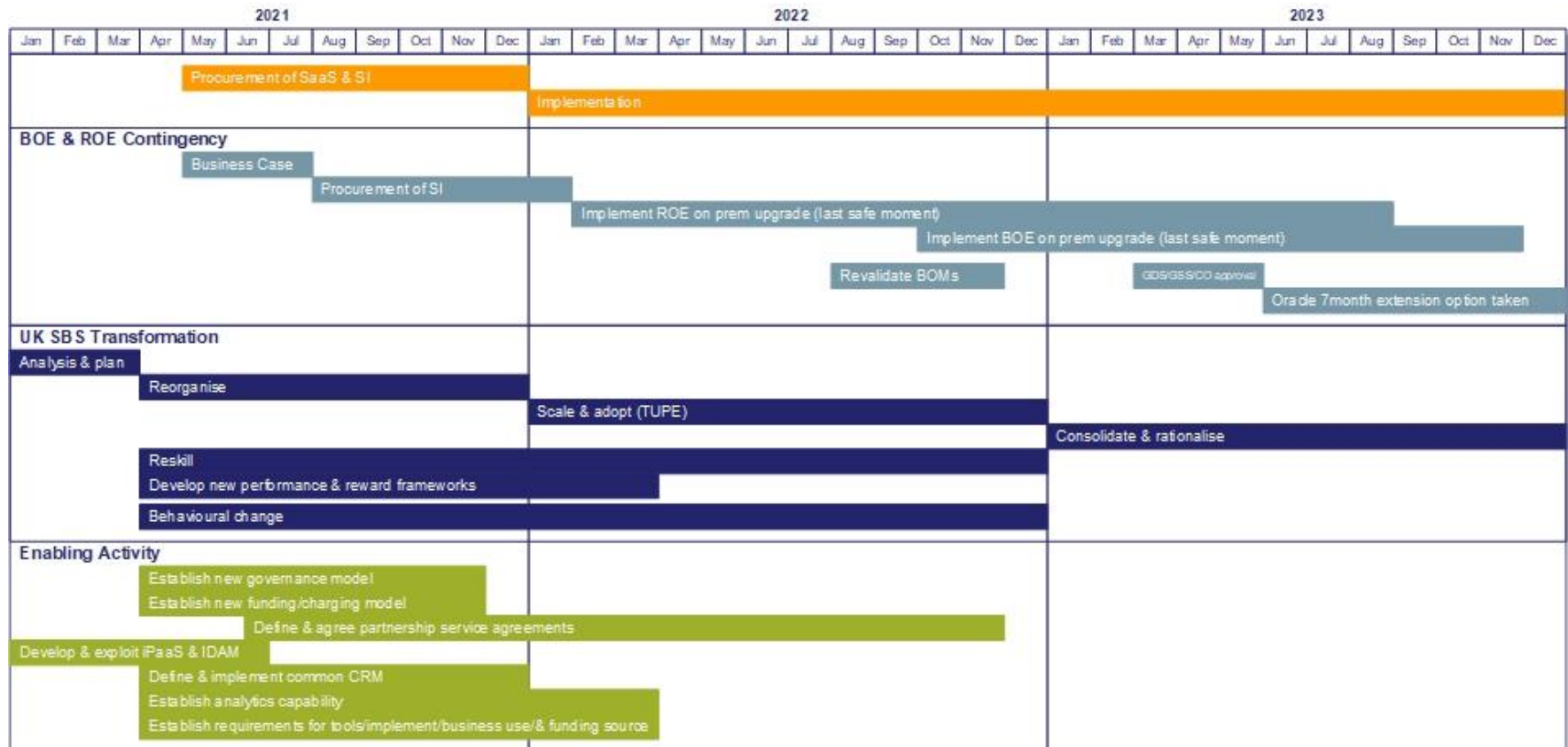
Mission

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

Roadmap

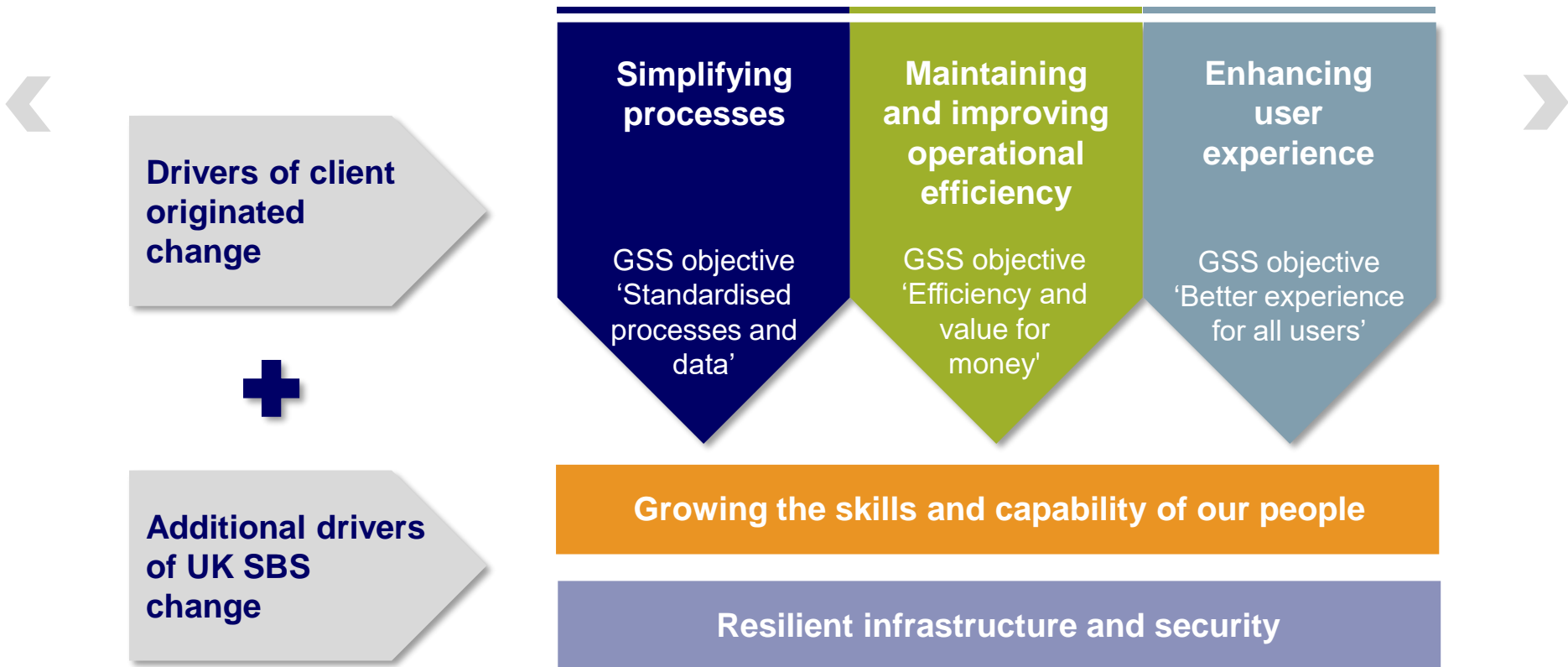
UK SBS is committed to Transformation whilst facing the challenge of delivering quality business as usual for current clients and supporting a number of complex and interdependent programmes, illustrated below:

UK SBS Sub-Portfolio of Major Change

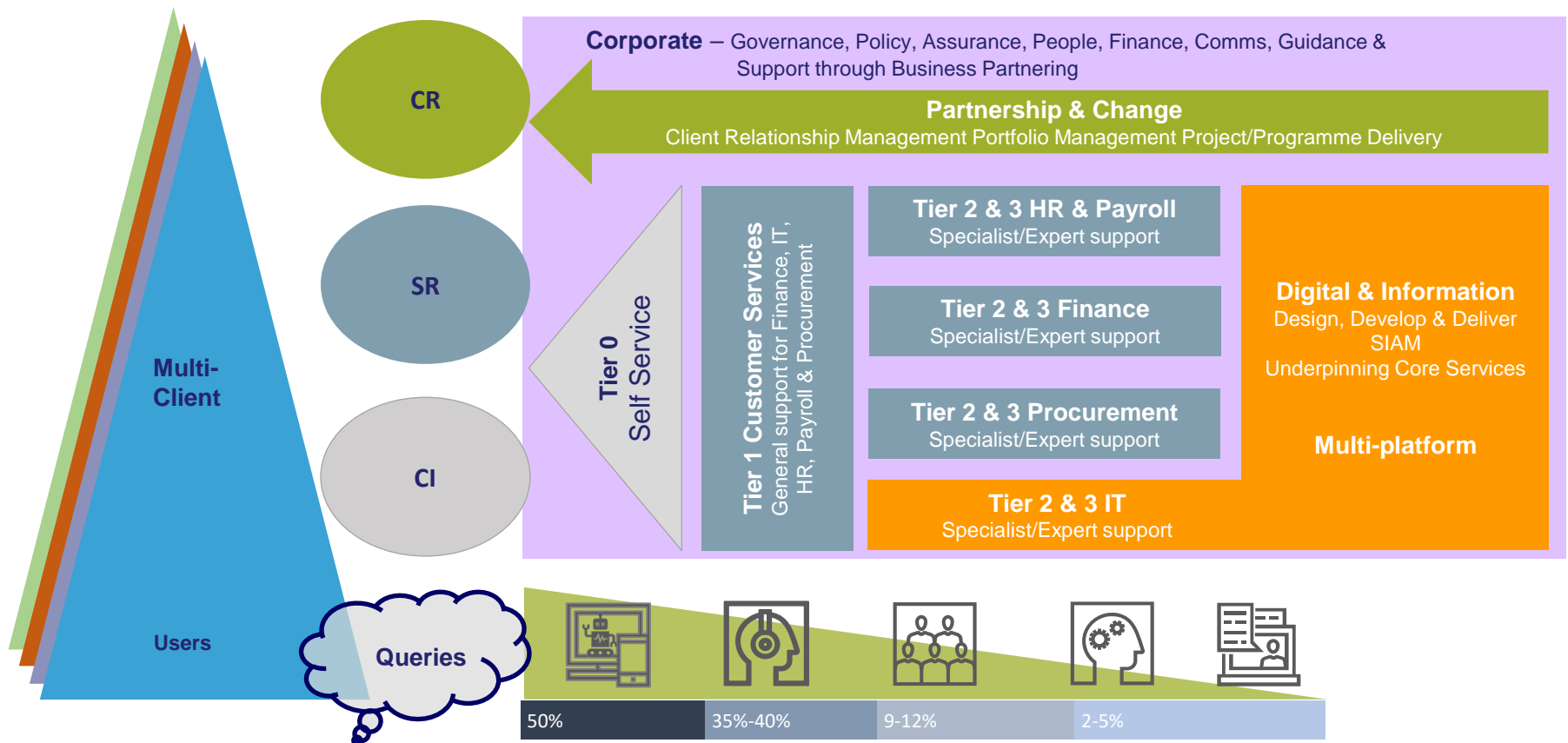


Business Plan Strategic Themes

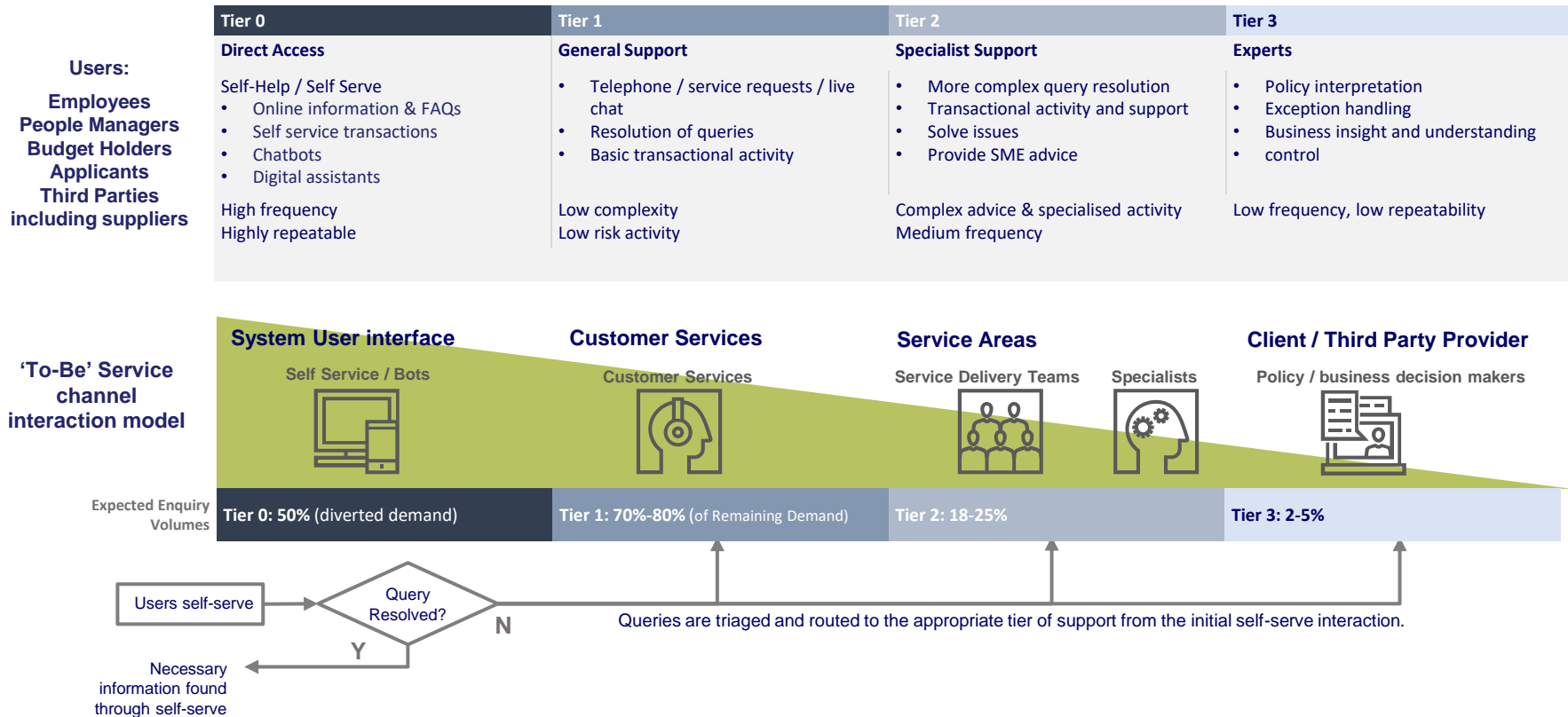
The multi-year plan pursues five strategic themes, the first three focus on service quality, user experience and client change. The other two underpin UK SBS outputs and outcomes through internal changes.



Transformation will deliver a new Target Operating Model



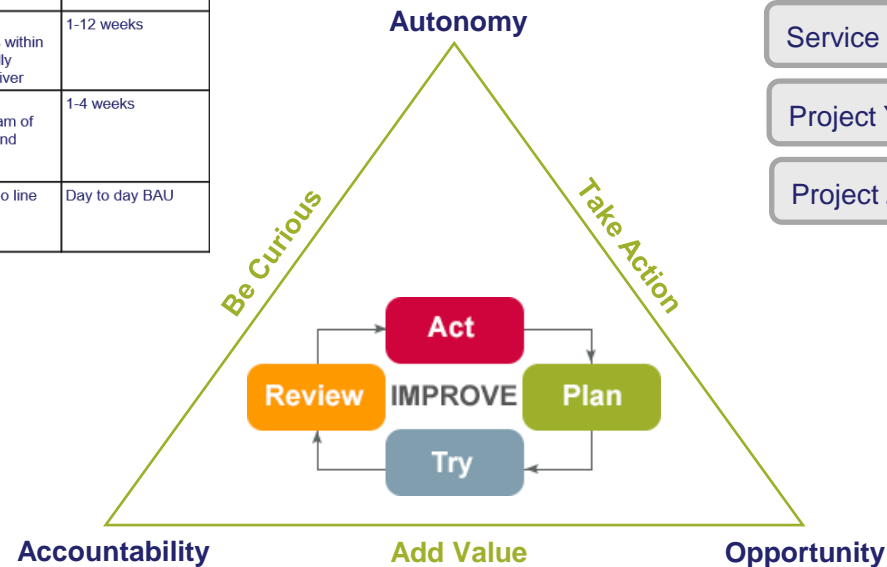
Intended Future Contact and Query Resolution Model, enabled by Transformation and new technology



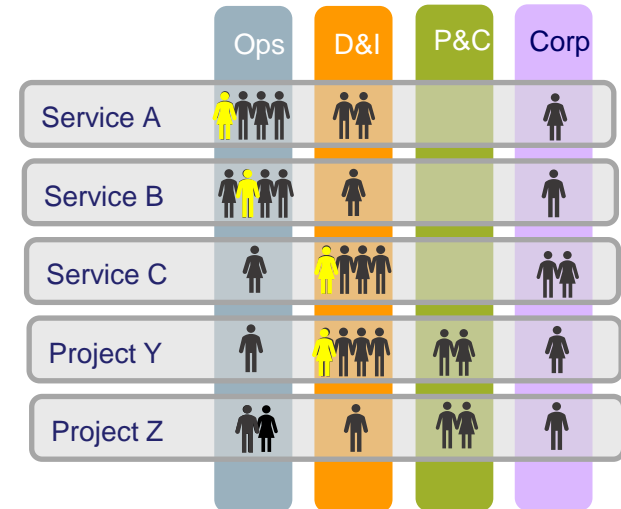
Transforming the way we work - Greater Agility

Delayed & Delegated

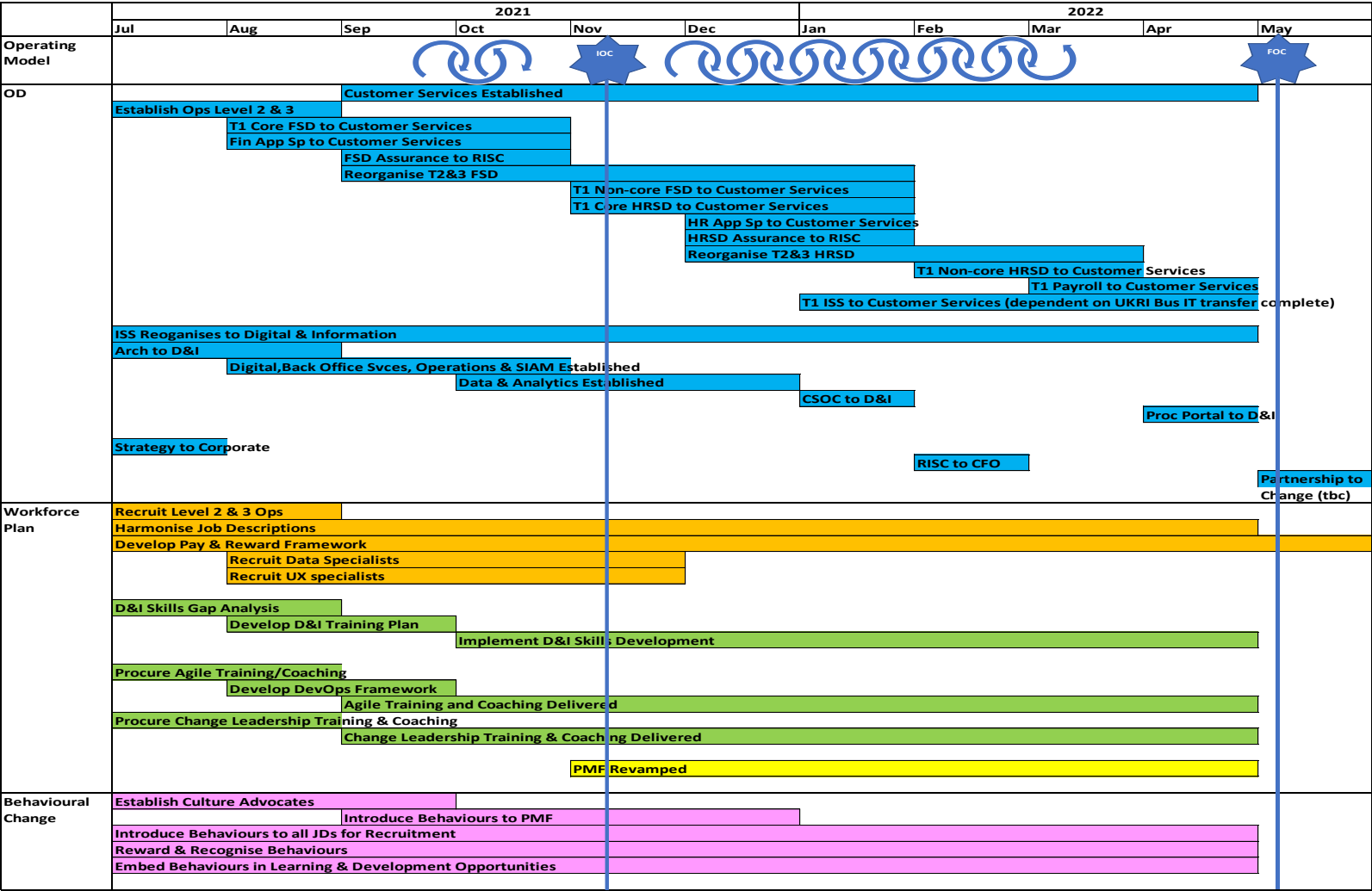
Role level		Role Focus - Management	Typical look-ahead time horizon
0	CEO	Leading the development of the company's short- and long-term strategy. Creating and implementing the company or organisation's vision and mission.	Up to 5 years
1	Executive	Set long term goals and define strategies to achieve them	Up to 5 years
2	Heads of	Interpret plans and set actions	1 year
3	Managers	'Organising for Action' Responsible for managing multiple teams within their Service area and thinking strategically ahead about what their area needs to deliver	1-12 weeks
4	Team leaders	Carry out operations as per schedule Responsible for line management of a team of Operatives, balancing ongoing demand and workload and coaching their teams	1-4 weeks
5	Operatives	Operatives - Individual contributors with no line management responsibility who focus on completing day to day tasks	Day to day BAU



Collaborative



UK SBS Transformation



Recommended critical few behaviours

Below are the three recommended behaviours; these harness the existing positive behaviours and cultural traits within UK SBS and will support the business in: *providing 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.*

Be Curious

Bring curiosity and constructive challenge to not only what you do, but how you do it.

Be bold and explore, asking questions and inviting questions to deepen your understanding, and grow knowledge both within teams and across teams.

Take Action

Follow curiosity through with an actionable step, thinking about how you can do things differently across all areas of the organisation.

Take pride and ownership over your work, the work of your team and the work of the business - collaborate, share knowledge and work as one team to deliver high-quality activities and outcomes.

Add Value

Think about the value, purpose, quality and impact of what you do.

Make the time to reflect on the value that you bring to the task at hand, to your team and ultimately to the customer. Constructively challenge the task at hand to ensure that quality and value is at the heart of what you do.

We worked with PwC to plan our transformation – key capability & organisation gaps were highlighted

Capability & Organisation

UK SBS have **significant strengths in business as usual delivery**. However there is not putting the same focus on **identifying and implementing opportunities for improvement**

Lack of people management capability and prioritisation, exacerbated by capacity challenges have **drawn leaders into doing rather than coaching and looking forwards**

The leadership group has the potential to be a **key vehicle for culture change but needs to be reformed** to be a smaller cadre of change leaders with the necessary leadership skills

Career pathways at middle management level need to **recognise both technical and managerial options** to help manage situations where individuals are promoted to line management roles based on technical skills

How services are organised within UK SBS is **reflective of the legacy of the organisation** rather than a coherent strategy taking cognisance of the strengths of all three sites

There has been mixed feedback from clients on the level of service quality and delivery provided. A theme has been the need to **improve supplier management**

The Executive Committee is recognised at being **skilled in delivering business as usual rather than transformation**


There is **low level change fatigue** throughout UK SBS. Future transformation needs to be exceptionally well planned to involve employees from all grades in designing their future

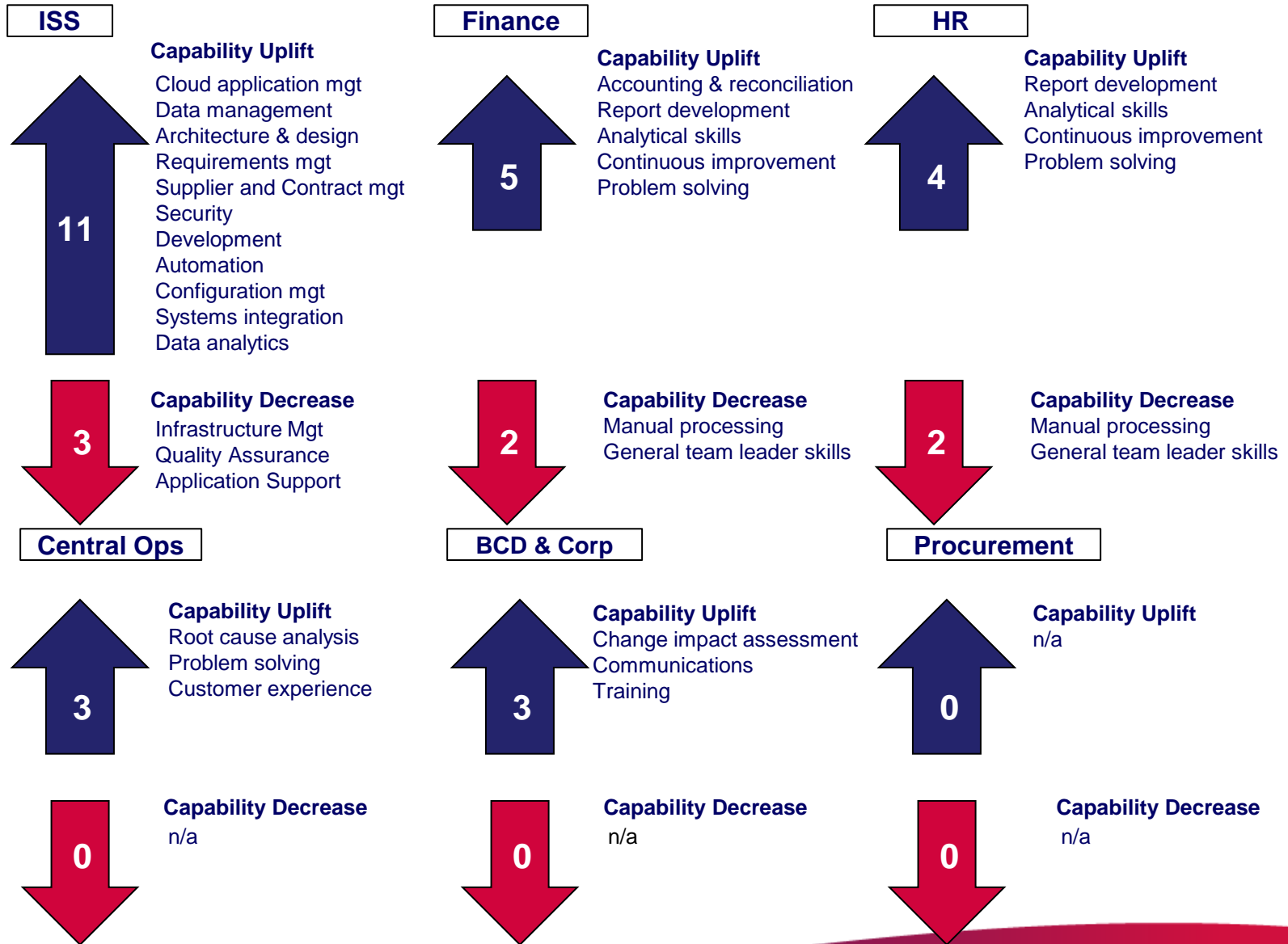
Today's capability gaps

The following common themes emerged from PwC workshops and interviews:

People Management	People management gap: difficult conversations on performance are avoided internally at all levels which ultimately undermines customer delivery
Relationships	Client relationship building: challenges in building working relationships which clients believe are effective
Problem Solving	Problem solving: clients do not feel there are the problem solving skills to address their service concerns
Continuous Improvement	Continuous improvement: focus on following the processes rather than looking for better ways of doing things to improve effectiveness and efficiency
Customer Service	Customer service: challenges in delivering the level and quality of customer service required

Identified capability changes by function

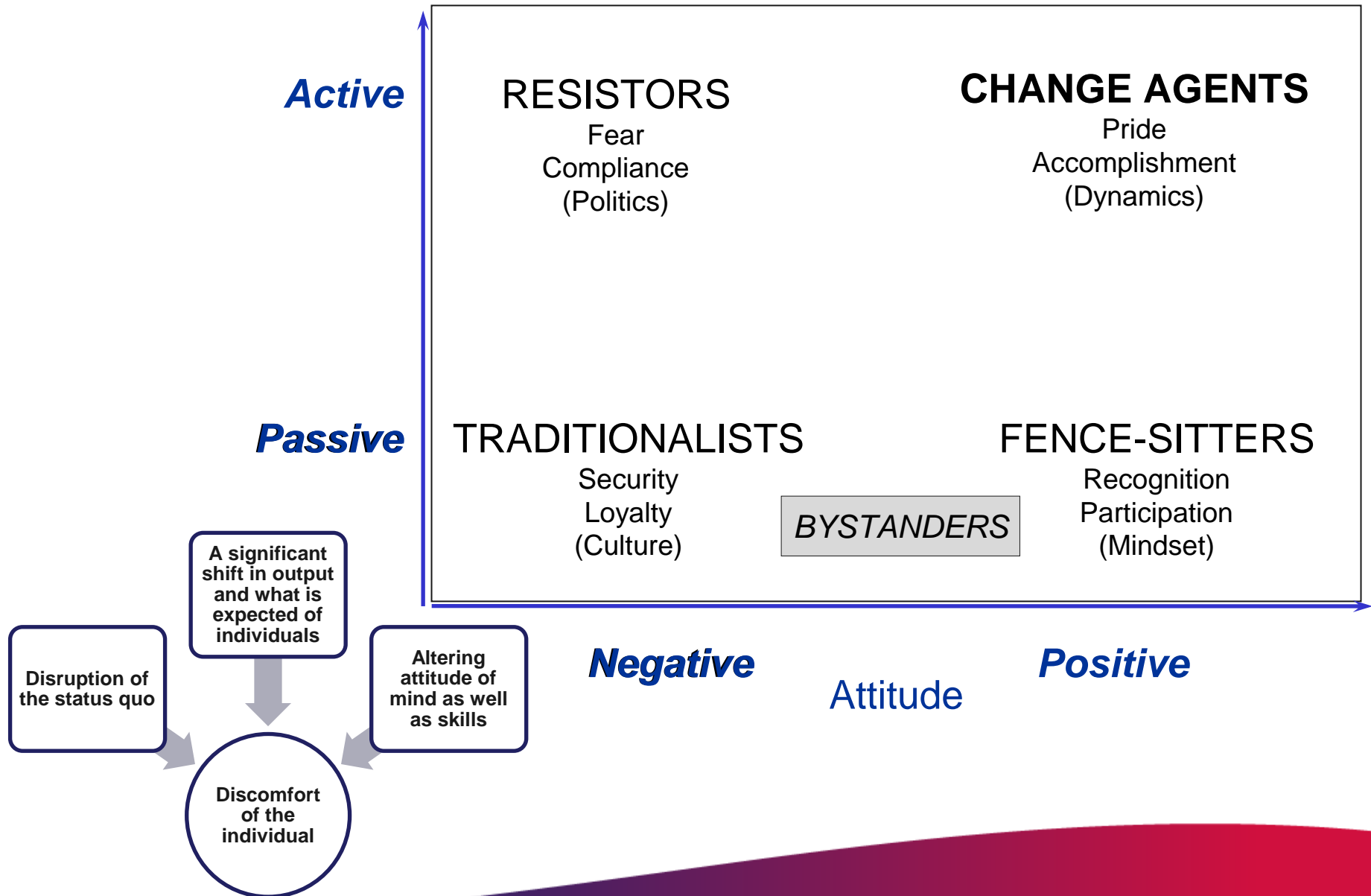
 x = number of capabilities uplifted or decreased



Skills List – a lexicon

Skill	S o f t S k i l s	Definition
Seeing the Big Picture		Understand how your role fits with and supports organisational objectives. Recognise the wider priorities and ensure work is in the company interest
Changing & Improving		Seek out opportunities to create effective change and suggest innovative ideas for improvement. Review ways of working, including seeking and providing feedback.
Making Effective Decisions		Use evidence and knowledge to support accurate, expert decisions and advice. Carefully consider alternative options, implications and risks of decisions.
Leadership		Show pride and passion for service. Create and engage others in delivering a shared vision. Value difference, diversity and inclusion, ensuring fairness and opportunity for all.
Communicating & Influencing		Communicate purpose and direction with clarity, integrity and enthusiasm. Respect the needs, responses and opinions of others.
Working Together		Form effective partnerships and relationships with people both internally and externally, from a range of diverse backgrounds, sharing information, resources and support.
Developing Self & Others		Focus on continuous learning and development for self, others and the organisation as a whole.
Managing a Quality Service		Deliver service objectives with professional excellence, expertise and efficiency, taking account of diverse customer needs.
Delivering at Pace		Take responsibility for delivering timely and quality results with focus and drive.

We recognise we are creating discomfort for some and expecting discomforted managers to become change agents



The process of personal change

Familiar, and probably applies to those we need to be change agents

