

Shared vision.
Better together



Shared Business Services

How we're doing

NHS SBS in numbers

Our vision, mission and values

Net Zero 2028

How we are achieving it

Building the Future

A Force for Good

 NHS SBS have delivered a service that **exceeds** our specification."



We are on a mission,
co-creating solutions
with our NHS
colleagues to design
the future.

By harnessing
our collective
capabilities, **we**
are driving real
sustainable change.



We're
a force
for good.



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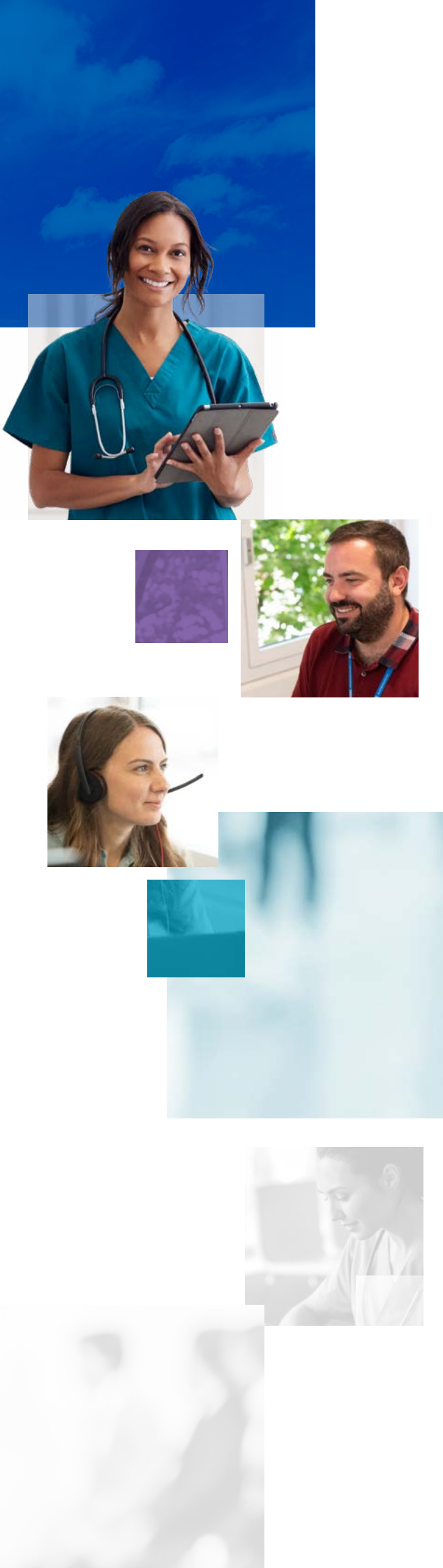
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Message from the Chair



As the independent chairman of NHS Shared Business Services, I am immensely proud of the difference we are making as we drive efficiencies, harmonisation and standardisation across the NHS.

For nearly a generation, NHS SBS has been an essential partner to our colleagues on the front line. Effective and efficient, we improve quality and save time and money. By leveraging our expertise, public service ethos and scale, we maximise the resources that are available for patient care.

We add value through the development and implementation of high quality, cost-effective corporate services, providing a level of innovation and efficiency which would be impossible for an organisation to deliver in isolation.

I am proud that all our contracts are won by competing on the open market. We receive no aid or government grants – indeed, **we return money to the public purse** in the form of an annual dividend.

Thanks to this, we can respond to changes in healthcare policy and direction with few constraints, supporting national reforms by developing agile digital and data-led solutions.

My focus is on making sure the Board of this unique joint venture sets **a clear strategy** and roadmap. In 2022, this focussed on savings, innovation and collaboration to enable the new Integrated Care Systems (ICSs) to meet their objectives.

We achieved some spectacular successes, which you can read about in the pages that follow. We are proud of what we have achieved and are excited by what we are about to deliver, **as we transform to meet the developing needs of the NHS.**

David Edmonds CBE
Chairman



Message from the Managing Director



2022 was the second year in our five-year strategy to treble our impact through delivering services that support national health reform and policy, and to strengthen our position as **a £100 million market leader**. We made significant progress against our objectives, all underpinned by our commitment to support the NHS triple aim.

Our strong financial performance as a joint venture organisation, co-owned by the public and private sectors, allowed us to make substantial investments now that will benefit the NHS for the next ten years and beyond.

We are characterised by the unique combination of private sector funding coupled with the deep knowledge and expertise that can only come from being part of the NHS family.

It means **we can be agile**. It means **we can be responsive**. It means **we can thrive in the**

open market, improving the experience of all those working in the healthcare system, whether that's an accountant in a finance team or a nurse on a ward.

The year was particularly significant. As the NHS began the next phase of its journey, with the creation of **new 42 Integrated Care Systems (ICSSs)**, we secured contracts to deliver shared services to three of these, delivering operating **savings of up to 30%**, with the potential to release a further **£400 million for reinvestment into patient care**.

But we don't just pride ourselves on delivering monetary value. Social value - encompassing individual wellbeing, and societal and environmental sustainability - is just as important.

In our quest to be a force for good within the NHS family, we have ensured our policies and practices have sustainability and social value at their core.

Combined with our business strategy, it means our people are engaged and invested in making a real difference to the NHS. It means we have the right people, in the right places, **doing the right things as we bring the next exciting chapters of our story to life**.

Erika Bannerman
Managing Director



Operational Review: Delivering with Impact

We make life easier for NHS staff, patients and suppliers by reimagining shared corporate services for the digital age. We are proud to have delivered a total cost saving to the NHS of more than £1 billion over the past 15 years.



In 2022, we strengthened our market-leading position through double-digit growth to become a £100 million turnover organisation, progressing our strategic objective to double our size and scale and treble our impact by delivering essential services with exceptional value.

We delivered solutions to every NHS trust in the country, increased our shared service client base by 12%, and saw 40% of clients renewing into long-term transformational partnership contracts.

NHS SBS in numbers

£1 bn

in total savings
for the NHS

enough to pay for
30,000
junior doctors

20–30%
efficiency savings

compared with
equivalent services
delivered in-house

enough to pay for
11,000+ nurses

£300bn

of NHS client
cash processed

the equivalent of
13% of the UK's GDP¹

£1bn
of VAT

recovered for clients

£7.6bn
of debt recovered

enough to buy
8,715 MRI
scanners²

99.7%
payroll accuracy

£560m
paid to NHS staff

through
550,000 payslips

£1.9bn

managed via our
procurement services

maintaining over **1m**
catalogue products for
1,000+ organisations

400,000
hours saved

with automation

the equivalent of
219 NHS back-office
support staff

£3bn
spend

via our framework
agreements

9/10
client satisfaction

score from transferring
NHS organisations

¹ Based on UK GDP of £2.2 trillion

² Based on average cost of MRI scanner at £895,000

Who We Are and What We Do

A unique joint venture set up in 2004 between the Department of Health and Social Care (DHSC) and technology experts Sopra Steria, we deliver essential business services to the NHS using best practice and innovation to ensure maximum efficiency – **saving time and money, and enhancing quality.**

Since then, we have grown to become market leaders and the country's largest provider of corporate services for the NHS, providing at least one service to every hospital trust and commissioning organisation.

We are proud to help the NHS execute its triple aim by improving the quality of services and the sustainable and efficient use of resources to meet the health and well-being needs of people in England. Our portfolio of products and services includes finance and accounting, procurement, employment services, innovation & technology solutions and integrated healthcare solutions – a consultancy offer for the NHS.

While doctors, nurses, physios and porters care for us and our families, we keep money flowing around the system. We pay staff and bills. We make sure the right product is in the right place at the right time to treat the right patient. We release time and money. Every NHS trust in the country uses one or more of our services, and we process the equivalent of 13% of the UK's GDP every year. Our services are classified by the government as an essential piece of national infrastructure – like air traffic control or the banking system. Quite simply – **lives depend on our work.**

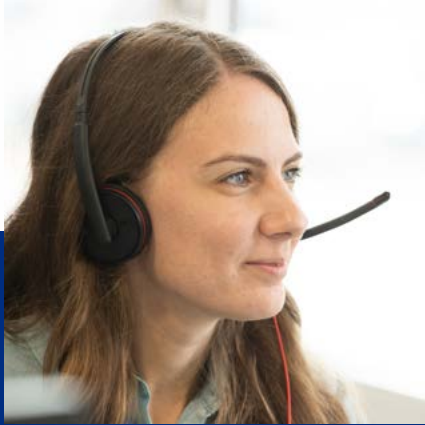
We consult on, develop and integrate sustainable business solutions to address operational challenges using our vast experience in NHS systems, world-class expertise in technology, and extensive knowledge of the healthcare system. By partnering with some of the world's leading technology suppliers, we invest once on behalf of the entire healthcare system, giving a consistent and unified experience to drive efficiency and productivity.

And with increased demand, ongoing cost pressures, and growing uncertainty **we are needed now more than ever.**



Our Vision

To help the NHS save money and enhance quality so that it can improve health, innovate to save lives, and deliver better outcomes with care and compassion



Our Mission

We are delivering some of the country's most important infrastructure programmes, making lives easier for those working in and using the NHS, harnessing our capabilities and reach to drive real change and build much-needed capability and capacity in the system



Better health for everyone. Better care for patients. Better sustainability and value.

NHS
Triple aim



Five Key Business Areas:



Finance and Accounting

We are re-imagining how the healthcare system manages finances, with a next-generation finance service for the entire NHS, harnessing best-in-class cloud-based technologies to combine efficiency with user experience.



Procurement

We are transforming procurement and delivering system-wide efficiencies through procurement solutions that support collaboration and leverage the purchasing power of the NHS.



Employment Services

We support workforce recruitment and retention with a complete digital payroll and pension service, and are the partner of choice for workforce services across NHS integrated care systems.



Integrated Healthcare Solutions

Our range of specialist services and support provides NHS organisations with flexible expertise and insight in a range of areas – from automation and AI, through to workforce retention and complex procurement programmes.



Innovation and Technology Solutions

We create opportunities and deliver transformation and digital innovation services across the NHS.



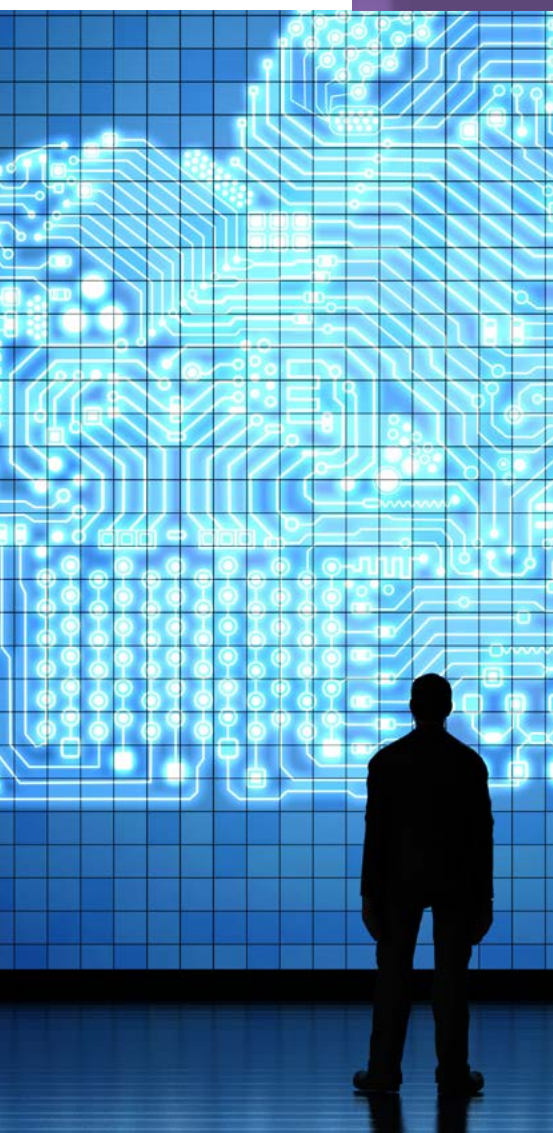
Our people share the same spirit of **service and dedication** that characterises the rest of the NHS, and I'm proud that we are able to support our colleagues as they deliver world-class care on the NHS front line."

Erika Bannerman
Managing Director, NHS SBS



Building the Future

2022 marked the second year of our five-year plan to “transform from people-intensive services to digitally led platforms with complementary data-led intelligent health services.”



We are transforming to meet the developing needs of the NHS, creating services that provide consistency and value not just at a local level, but at a regional and national one, too – a feat that would be impossible for a single NHS trust to deliver in isolation.

Recognising this, our portfolio now ranges from high-volume ‘touchless’ transactions, through to high-quality specialist expertise. We’re developing new digital and data-led solutions, new target operating models, enabling new skills and capabilities and facilitating a more integrated and harmonious healthcare system.

Through solutions such as automated finance and procurement platforms, we’re helping our clients work smarter.

By simplifying and standardising processes we’re reducing duplication to deliver efficiencies and enable a better experience for all users – whether that’s at a local, regional or national level.

Using artificial intelligence, we are helping to deliver further cost savings, front line efficiencies, and improve supply chain resilience.

Competing for every contract on the open market means we need to invest in our infrastructure and estate. 2022 saw us make unprecedented investments to make us fit for the future, including a multi-million pound investment in our next-generation Integrated Single Financial Environment.

Integrated efficiency at your fingertips

We are building the future of NHS finance, having been awarded a contract by NHS England to deliver one of the country's most important pieces of infrastructure - a next-generation finance system.

Thanks to a multi-million pound investment, a new Integrated Single Financial Environment will process all NHSE group's core financial transactions of around **£140 billion** per year. In future, the service will also be used by trusts, embedding an NHS finance ecosystem that combines consolidation, standardisation and automation with unprecedented efficiencies.



The focus in HI was on both **resilience and innovation**. NHS SBS is investing heavily in accelerating digital transformation and expanding its capabilities.”



TechMarketView



Norfolk and
Waveney ICS

£7.3m

savings over the
next ten years

Expected savings
across all ICSs

£400m

over the
next three years

Integrated Care Solutions

In July 2022, 42 Integrated Care Systems (ICSs) replaced a network of Clinical Commissioning Groups to deliver joined up health and social care services and improve the lives of people who live and work in their areas.

Supporting the NHS as it undergoes the biggest healthcare reforms for a generation, we have been enabling the ICSs to innovate quickly across their finance, procurement, and workforce services with an omnichannel approach to meet both their local objectives and align to national requirements.

Our insights diagnostics highlight the value in doing this – for example, an industry-recognised baseline of services across the Norfolk and Waveney ICS highlighted system-wide service improvements and savings of **£7.3 million** over the next ten years. Expansion across ICSs gives us the ability to scale at pace, and replicating this across all ICSs would result in savings of around **£400 million** over the next three years. **We know that for the NHS, saving money means saving lives.**



The success of the highly complex project means the newly created ICSs will be able to report more **consistently** and **increase consolidation**, leading to improved operational efficiencies.”

Stephen Sutcliffe
Director of Finance and Accounting
NHS SBS



“Anytime” payroll

Our new “anytime” payroll service is reducing reliance on traditional monthly deadlines, enabling faster onboarding and pay changes, swift recovery of overpayments and hundreds of thousands of pounds in efficiency savings.

In April 2022, it went live across Royal Free London, the Royal National Orthopaedic Hospital, University College London Hospital and Camden & Islington trusts, with its three-day turnaround proving hugely popular with managers and staff.

In its first three months, the system reduced the time taken for overpayments to start being repaid from more than two months to less than two weeks. This equated to more than **£112k** being recovered by one trust alone – up dramatically from the **£6k** that would have previously been collected in the same period.



3-day
turnaround

£112k
recovered by one
trust alone



NHS SBS have delivered a service that **exceeds** our specification.”

Robert Prince

Managing Director
North London Partners Shared Services

Innovation rewarded

A double winner at the Global Sourcing Association (GSA) UK Awards 2022, NHS SBS was named Shared Services Centre of the Year for the support we provide to the NHS.



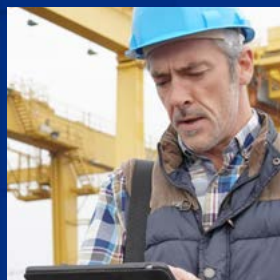
To do this we pivoted our business model to develop shared services solutions, used insight to demonstrate value, and competed and won contracts against the private sector.

We also scooped Technology Enabled Project of the Year for our innovative Workforce Analytics solution, the first of its kind in the public sector.

More Highlights from 2022

New eProcurement platform

We implemented the global eProcurement platform SAP Ariba for sourcing high-quality, best-value goods and services on behalf of the NHS. This includes managing more than 40 framework agreements – incorporating **1000 suppliers** – in one place.



'Steve' the robot drives savings

"Steve" the NHS SBS robot freed up resource and delivered savings to Lewisham and Greenwich NHS Trust, by streamlining its pharmacy invoicing. The invoice process for its biggest suppliers has reduced from one hour to just two minutes with 100% accuracy. The trust expects to realise annual financial savings of **£40k**.



Payroll app takes off

Our MySBSPay payroll app was used by **400,000 NHS workers** across **70 different organisations**, transforming the NHS payroll function.



Giving customers confidence

Our services received an unqualified ISAE 3402 audit – giving our NHS partners confidence in the security of our outsourcing solutions.



Our People and Values

Our people make NHS SBS the organisation that it is. We know that the way our employees are treated affects our NHS partners and their patients. So, driving a consistently great experience for our employees in a post-pandemic world is as important to us as the service we deliver.



We place great emphasis on all our employees understanding the critical nature of the services we deliver, the value they bring, and the impact on frontline care.

Our hybrid ways of working give us the ability to attract a diverse workforce, create new roles, and develop skills and capabilities. Most roles now involve a flexible mixture of home and office-based working,

designed to ensure that we attract the very best people, regardless of their location. With over 180 roles filled over the year, our total vacancies reduced by 40%.

We invested heavily in our estate during 2022, with new centres of excellence opening in Leeds, Salford and Bristol, with a Southampton centre of excellence opening in mid-2023. The new office spaces are optimised for flexible

working, designed to enable our people to collaborate, celebrate and connect, not just work on business as usual.

Similarly, our values-driven culture enables innovation and collaboration where employees are developed, included and empowered. We invested £291,000 in training in 2022, with more planned in 2023.



A Great Place to Work

For the third year in a row, January 2022 saw us certified as a Great Place to Work™, with a trust index score of 69%.

£300k

invested in training

40%

reduction in vacancies

180

roles filled

69%

GPTW trust index



Values in Our DNA

As part of the NHS family, our organisation plays a wider role in society and is a force for good.

While our strategy defines what we are going to achieve, our corporate values underpin how we behave while we do it. They guide us every day – the way we recruit, the way we interact with each other, the way we deliver our services. Guided by our values, our people have done everything from volunteering at Visa processing centres to support Ukrainian refugees, or building bicycles for local community groups.

A variety of programmes, from Ignite that supports future leaders; to creating roadmaps for success for Women in Leadership; to the 5,000 courses available on our new Learning Hub, all serve to equip our people to be at their best, and in turn, be their best for the NHS.

Through our Employee Engagement Network and

our employee representative group, U2, our people are empowered to influence change at all levels. Whether that's setting up and running social and fundraising events, or helping to develop our organisational and people plans, our people are given the opportunity and support they need to shape our culture and business strategy.



Ukraine Crisis

Our people's passion for making a difference and volunteering shone through when the crisis in Ukraine unfolded throughout 2022.

More than 100 employees used their paid volunteering days to volunteer over 1,200 hours at seven new dedicated Ukrainian humanitarian visa centres set up by Sopra Steria, supporting the increased demand for visa appointments.

Our Values

Meaningful and memorable for our employees, our values are instantly recognisable to anyone working within the organisation.



Respect

We respect others and value their views and contributions



Innovation

We innovate to achieve our strategy and support the NHS in delivering its vision



Excellence

We consistently deliver high quality outcomes for our clients and our people



Customer focus

We are focused on our customers; we understand their needs and do everything in our power to help them succeed



Teamwork

We work collaboratively applying a can-do attitude, inspiring each other to deliver great results and exceed expectations



Sow the City

Partnering with award-winning social enterprise Sow the City, 20 volunteers from NHS SBS were on hand to restore, renew and rejuvenate the Cornbrook Wellbeing Garden in Manchester.

The garden provides an opportunity for local patients and residents to learn new skills, take part in physical exercise, get access to healthy and free food, and meet new people.

"We feel privileged to be able to work alongside Sow the City in our journey to give back to communities through the NHS's social prescribing programme in Manchester." – Olivia Murphy, Head of Sustainability and Social Impact.

Supporting Health and Wellbeing

Our commitment to both mental and physical wellbeing remains firmly in the spotlight.

We've signed the **Mental Health at Work Commitment**, and work hard to bring this to life through our network of Mental Health First Aiders, our Wellbeing Hub, and other initiatives such as new wellbeing and multi-faith rooms in our offices. Our offices also provide free healthy breakfasts and snacks, as well as hygiene and sanitary products.

Policies and procedures (including wellbeing in 12Is and performance reviews), awareness events, sports and social activities, support networks, and our significant investment in training all contribute to our people's health and wellbeing. Plus, in 2022 we helped our people directly with financial support in recognition of the cost-of-living crisis with a one-off payment and a salary increase.



July 2022

£500

one-off discretionary payment

October 2022

£1000

Salary increase (FTE)



I'm **empowered** and listened to, which means I'm able to make a positive contribution to moving our strategy forward."

Helen Brough

Senior Commercial Advisor
NHS SBS



Healthy **NHS SBS**

Moving to Net Zero

As part of the NHS family, we are fully committed to the transition to a Net Zero NHS¹.

With support from our parent company, **Sopra Steria**, we embrace the **United Nations' Climate Neutral NOW programme**, and have an industry-leading target of Net Zero by 2028. We're CDP A-Listers², giving our teams, customers and communities peace of mind that we're supporting the things they care about. Sopra Steria was recognised in 2022 for the fifth consecutive year by Climate Disclosure Project (CDP) on its

A list, widely recognised as the 'gold standard' of corporate environmental transparency. Our experience and approach to reducing emissions, seeking carbon reduction and tackling climate change, underpins every part of the way we work. We've seen a year-on-year reduction in our energy intensity (per full time employee) of 30% and a decrease of 36.5% of our absolute energy footprint since 2017.

We're achieving Net Zero 2028 by...



Less commuting
with flexible working



Investing in energy efficient offices
with our new Leeds site awarded an SKA silver rating³



Carbon neutral events



Bespoke carbon emissions reporting
for contracts and customers



More sustainability communication



A Net-Positive office facility
for the Integrated Single Financial Environment (ISFE) by 2030



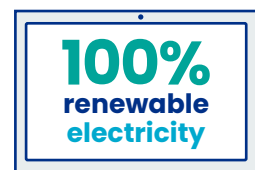
Upgraded company car scheme
now only providing electric or hybrid vehicles



90% of direct suppliers
setting reduction targets by 2025 and **100% by 2028**



£150k innovation fund
to support innovative carbon reduction activities



100% renewable electricity
used at NHS SBS offices

¹ Science Based Targets Initiative (SBTi) Net-Zero Standard

² By scoring companies and cities, CDP aims 'to incentivise and guide them on a journey through disclosure towards becoming a leader on environmental transparency and action.' In 2022, there were 147 European companies on CDP's A Lists for climate change, forests and water security.

³ Awarded against a set of environmental sustainability good practice criteria.

The Road Ahead

We are...

Enabling

our people to reach their potential

Reinvesting

in the NHS for the NHS by the NHS

A market leader supporting the NHS

to navigate reform and deliver on the triple aim of improving population health, patient experience and value for money

Recognised

as the leading player in quality digital user experiences

Doubling in size to treble our positive impact,

through a portfolio of high quality, sustainable services

Continuing to deliver

an excellent service for customer and suppliers

In 2022 we strengthened our market leading position with double digit growth to become a £100m health service organisation. This growth continued into 2023 as we continue to out-perform the market.

We paid a dividend of £4 million to the Department of Health and Social Care for reinvestment back into front-line services. We are committed to paying further dividend of £4 million in 2023.

Demonstrating our ability to deliver healthcare reform at scale and pace, we have a compelling business case and operational blueprint to partner and scale services across the new Integrated Care Systems over next five years. With five ICSS currently either using our services or in the process of migrating

to them, **we are on track to reach our ambition of supplying services to 23 target ICSS by the end of 2025 and 36 ICSS by the end of 2028.**

By investing once on behalf of the entire healthcare system, we are enabling NHS organisations to achieve more together than they can alone.

We are reimagining the future of shared services across the NHS.



Our Board

Our Joint Venture Board oversees our strategy and investment plans to ensure they are fully aligned to our purpose and operations, and to ensure they provide great value to the wider NHS.

In 2022 our board members included representatives for the Secretary of State for Health and Social Care, Sopra Steria, NHS SBS clients and other independent non-executives, who bring a wealth of experience from both the public and private sectors.

The Directors who served during the year and to the date of this report were:

- D S Ahluwalia
- D A Edmonds (Chairman)
- J A S Jewitt
- B M P Masterson
- J N M Neilson
- M J Thorman



Shared Business Services

Shared vision.
Better together

We are on a mission, co-creating solutions with our NHS colleagues to design the future.

By harnessing our collective capabilities, we are driving real sustainable change.

We're a force for good.

Learn more

Contact us on sbs.hello@nhs.net

NHS Shared Business Services was created in 2004 by the Department of Health and Social Care to deliver the most cost effective and highest quality corporate services to the NHS. A unique joint venture with Sopra Steria, a European leader in digital services and software development, we make life easier for NHS employees, patients and suppliers, and deliver value for money to the taxpayer.

Proud members of the NHS family, we provide finance & accounting, procurement, workforce, digital and expert advisory services to more than half the NHS in England. Committed to being a force for good, we are dedicated to acting responsibly and sustainably at organisational, team and individual level. Sharing common values and unity of purpose with the rest of the NHS family, our solutions are underpinned by cutting-edge technologies and our teams' expertise, in-depth understanding of the NHS, and commitment to service excellence.

For more information, please visit www.sbs.nhs.uk