Shared Services Strategy for Government

Restating our ambition and vision 20 months on

26 September 2019

Foreword

I am delighted to publish this update of the Government Shared Services Strategy. It sets out the significant progress that has been made since the original Strategy was published in January 2018, and importantly, reflects on what we have learned in that time and how that informs what we will do next.

We are 20 months into a 10-year endeavour. We have achieved a lot. But technology, service models, the commercial environment, and user expectations will continue to change rapidly. We will keep both the overall aims of the Strategy and our specific plans under constant review, and publish further updates periodically.

However, I am confident that our end vision will remain fundamentally the same. That is, above all, a future where public servants' ability to support government priorities and deliver services to the citizen is enhanced by the shared services we provide to them.

This means that we move from services that can sometimes feel difficult to use, fragmented and inconsistent, to a seamless and intuitive user experience. And it means moving from reactive shared services delivered through the desktop and phone calls, to mobile, accessible, intelligent, automated shared services that increasingly anticipate what the user needs.

Making this a reality will ensure colleagues w seamless experience from looking for and app the recruitment process, undergoing security v being paid and moving roles, and eventually le their pension.

If we get this right then we will also yield ver; We will have a fuller understanding of our wo engagement and what they do. We will have a understanding of our resource position, in tern be better placed to accurately cost our outputs

This would be a step change in the way we ma government priorities and public services. It is achievable within 10 years and towards which made. It is right to set this high level of ambiti Services team and I look forward to working a commercial partners to achieve it.

Andy Helliwell,
Executive Director, Government Shared
26 September 2019

2

Introduction

The Government Shared Services (GSS) Strategy was published in January 2018, setting an

The Strategy set 3 overarching objectives date has broadly validated them, it has al how we will achieve them, both now and

ambitious vision for transforming delivery of finance and HR transactional activity over the next 10 years.

Shared services for government support over half a million end users in the civil service and more widely, and should enable them to be effectively and efficiently supported in their roles to enable them to focus on implementing government priorities and delivering public services.

We have made significant progress in implementation over the last 20 months, and informed by what we have done and what we have learned, can be clearer about how we will continue to implement the Strategy over the next year and beyond.

refined these objectives to reflect this:

Delivering efficiency, securit services are reliable and secur service centres.

Convergence around simple common processes (HR, Fina that deliver better and compar

Meeting end user needs and experiences – promoting exc internal services are as good a

3

Our original objectives remain valid

Objective

1

Delivering value and

Separating technology from se including all transactional serv

Objective

2

Convergence around

Consolidating and modernising platforms whilst maintaining c

Objective

3

Meeting end user ne

Promoting excellence and con staff and managers

4

However, we have refined our approach and sharpened focus

User Experience

Intuitive to use in the same way our public-facing services are

Increased efficiency, satisfaction and productivity

Measured and evaluated

User needs

MODERN & COST-EFFECTIVE SHARED SERVICES

Service

Strategic partnership model – enabling transformation, continuous improvement and innovation

Value / efficiency

Convergence

Data

Better Management Information (MI) and analytics to increase comparability

Technology

Move to cloud (SaaS) supported through blueprints for each platform, Intelligent Automation, to eliminate mundane tasks

Processes

Global design principles across government

Common processes and procedures – system and department agnostic

5

Since January 2018…

What we have achieved together

Delivering value and efficiency

On track to deliver £400 million of savings by 2023.

Extending the framework with Shared Service Connected Limited (SSCL) to 2023, with a greater focus on user experience.

Successfully implemented Workday pilot for the Fast Stream and Government Commercial Organisation (GCO).

Home Office finance live on Oracle Fusion – now implementing for HR.

Business case guidance to support departments with Enterprise Resource Planning (ERP) procurement.

Convergence around process and data

Applied the global process maps for HR and finance to the cloud ERP systems in Home Office.

Developed converged process in partnership with pathfinders and departments.

Published converged processes for recruitment and onboarding, expenses, and procure-to-pay.

Improved metrics for monitoring performance for key processes to enable comparisons across government.

6

Page 7

Delivering value and efficiency
Case Study: Moving No.10 to VF

One of the enhancements GSS is currently driving is the migration of government depar using a Public Services Network (PSN) connection to SOP towards a Virtual Private Net (VPN). As part of this project, we migrated No.10 Downing Street SOP users to VPN.

GSS coordinated the change with SSCL, Fujitsu, No.10 Downing Street IT staff and a No. 10 Downing Street third-party supplier to make the necessary changes. We carried out the changes in the test environment, iteratively improving the system.

The benefits achieved include:

- £200k savings a year for No. 10 Downing Street.
- Performance uplift in end user access.
- Simplified access to SOP.
- Improvement in response time for queries and reports.
- Aligning SOP access with cloud compatible / future-proof technology.

> " We are delighted about PSN to VPN change, it was a seamless user migration and improved our end user experience. This project saved us £200K a year. Our Board is impressed, and happy with the change and uplift in performance.

Peter Speed, Head of IT Service Delivery, 10 Downing Street "

7

Delivering value and efficiency
Case Study: Department for Tran

DfT's existing Shared Services were delivered through two tailored platforms. This made delivering change difficult and increased our running costs, plus the existing contract to our Shared Services finishes in 2023.

We wanted to improve our users' experience, reduce the overall costs of running our shared services and, through new pr and technology, enable the organisations that make up DfT to gain greater efficiencies in delivering their operations. Buil our past knowledge, we agreed that, wherever possible, we would adopt the technology as it came "out-of-the-box".

Users in the department said that the change they wanted to see most was an online system that had a better interface and easier to navigate. In particular, staff who are often out of the office, wanted to be able to access the system without havir back to the office. The department used the SAP Fiori product to provide a new user interface to the current system that c this enhanced functionality.

Common messages, user guidance and resources, including a series of YouTube videos, were developed to support change. Each agency of DfT took a localised approach to business change to suit the shape of their organisation and user-base. This allowed a degree of flexibility, tailoring business change to fit, whilst supporting the overall strategic messaging.

The feedback, since the changes were introduced, is that colleagues much prefer the interface, and the mobile workforce is no longer tied to returning to base to input and approve key items.

8

Delivering value and efficiency
Department for Transport cont.

Additionally, FIORI is the building block for the future SAP platform to which DfT will continuity this brings assists with longer-term change management and transition activit making future changes easier and more efficient.

Before and after…

The images below give a view of the original screens, and then what was delivered by the Fiori interface.

Before… **and after.**

9

Convergence around process a
Case Study: Monitoring the strate

To measure whether our strategic objectives are being met, GSS developed the first Stra dashboards in 2018. For the first time, these bring together data from across government costs, performance, process convergence and expected future benefits.

Consolidating this information in one place allows senior leaders monitoring the Strategy to assess progress and to identi

where additional support is needed. The Strategy is about more than delivering cheaper shared services - improving perfc is a key aim. The dashboards reflect this goal in the data reported.

The dashboards have also been used by departments
for internal analysis, reporting and business case
development where, previously, there was no such
central collation of information available for use.

The focus in developing the dashboards has been to
visualise the data in a way that is easier to understand and
analyse, from which a useful story can be extracted.

10

Page 11

Convergence around process ar
Case Study: Home Office METIS

Home Office METIS implementation

As one of the largest departments in Whitehall, employing over 33,000 people, the Home Office (HO) migration to Oracl was a significant project. As the first large department to migrate onto a cloud-based ERP, HO offered to work with Gove Shared Services (GSS) to develop a blueprint which can then be re-used by other government departments or arm's-lengt bodies as a framework for migrating to Oracle Cloud.

As a pathfinder, it was therefore essential that the system design adhered to Global Design Principles. To ensure adherenc worked with Civil Service Human Resources (CSHR) and Government Finance, adopting standard principles of "adopt n which meant that no bespoke code was allowed into the Software as a Service module.

Working with the functions, HO undertook a cloud feasibility survey, to understand the
Home Office's opportunities and ascertain if Oracle cloud was able to meet their requirements.
The 3-month cloud readiness assessment proved useful as it confirmed that Oracle cloud
would meet the requirements of HO and also provided a steer to adopt a phased
implementation roll-out. This meant an initial roll-out with finance, procurement,
and expenses, with Human Capital Management (HCM) and payroll going second.

By demonstrating best practice, the Home Office had a successful roll-out with
evidential benefits from day one, including real-time access to data,

improved reporting, with an overall cheaper cost spent on
technology and the ability to automate and maintain
a robust system in the future.

11

End users' needs
Case Study: Mobile access for GC

The Government Commercial Organisation (GCO) works as a flexible resource across departments, centrally employing government's senior commercial specialists. Therefore cross-government accessible web-based platform has proved invaluable to these staff in completing their administrative tasks, with much-improved ability to access payslips, management of leave, expenses and personal data.

GSS drew on its experience of implementing Workday for the Fast Stream, and added several enhancements to manage t more varied nature of the GCO population in areas such as salary, contractual terms and staff movement. Several rounds user research and testing led to changes being made to the system configuration. This gave GSS and the GCO an opportu maximise the user experience for our commercial colleagues.

One of the advantages of configuring GCO requirements into Workday was the increased self-service activities and intro of automated processes, replacing what was several manual activities, for example the hire process and system administr The change has provided a more accessible set of effective and efficient processes to users and the Government Commer Organisation as a whole.

> *"The GCO has undoubtedly benefited from the move to Workday and this includes our HR team. To improve the management, access and functionality of HR means that as an employer, we will be able to improve our service the valued GCO population. Government Shared Services was a key reason why this positive change happened*

Rob Brown, Business Change Lead for the GCO

12

End users' needs
Case Study: Improving SOP

GSS, SSCL and Fujitsu, SSCL's sub-contractor, worked together to deliver the replacem the iSupport functionality in the Single Operating Platform (SOP), launched in May 201 iSupport is the functionality for raising Service Requests (SRs), which ask SSCL to do th that employers and managers cannot do for themselves online via employee or manager service.

The previous iSupport functionality was a known source of irritation for colleagues who use SOP. This knowledge was b by user surveys carried out by SSCL before and after the change, which showed an improvement in customer satisfactio for making SRs from 55% in May to 72% in June 2019.

The new screens are more user-friendly, with a modern look and feel. There is an intuitive search function, a much more intuitive layout of the screens and better navigation to the various SRs.

We delivered the new iSupport functionality using Agile methodology, minimising cost and time to deliver, while demonstrating the focus on continuous improvement of the service for our colleagues.

13

Page 14

End users' needs
Case Study: User Research

Shared Services User Research

GSS has formed the User Experience Practitioners network to help share best practice, and emphasise the value of understanding user experience across government. During a recent meeting, Ministry of Justice (MoJ) talked about the were doing conducting research into users' experiences of SOP, associated systems and shared services provision. The research reflected much of the narrative the team had previously heard: that users aren't aware of some of the functional available from their systems and often find navigation clunky, and terminology, policy and processes difficult to underst project involved working with representatives of more than 4,000 users from 5 organisations; work is now taking place the findings across the remaining MoJ group.

"

'We'd all heard the stories, but this research has given us invaluable insight into the very real difficulties our users face on a daily basis, and an evidence base from which to effect not just improvements to current practices, but to take forward in developing future systems. Of course, it helped that we had such overwhelming support from users eager to participate in our research '

The MoJ's work and approach is an example of good practice that can be used across government to identify what improvements can be made to shared services systems and processes and by providing improved guidance and support t users. This research adds further weight to the GSS strategy.

14

Since January 2018…
The insights we have gained

Overview

The 10-year Strategy envisages all government departments will transform how HR and finance processes (including procurement and payroll) are managed and delivered.

While the move to Software as a Service (SaaS) and automation are key enablers, the real prize is in the delivery of easy-to-use services that enable analysis, drive better management information (MI) and better decision-making (i.e. workforce, finance, commercial).

We expect services that are mobile, automated, inter-linked, accessible and constantly improving process functionality and data quality.

In reviewing progress to da validated the Strategy's 3 l objectives, and taken the o refine our thinking on wha The high-level insights we l

- We need to put as much emphas as on technology change, and pu of this.

- The role of the implementation achieve our strategic aims, we w partners to align with our requir

- We are clear that the preferred a is a single core Enterprise Resou system, rather than separate one

- We should not take a "one size f strategy of splitting technology

- Process convergence carries a v pursuing 100% convergence acr lead to diminishing marginal ret

15

Since January 2018…
The insights we have gained

Colleagues' needs

Our colleagues' working lives and suppliers' experience of government as a customer are affected by how we design and implement shared services.

Putting user experience at the heart of what we do means we are better placed to deliver systems and services that are easy to use, supporting better/improved data and service outcomes.

Business change

Business change is key to realising the ambition of the strategy.

If we don't take the opportunity to transform how we do things (i.e. process convergence based on industry/ functional standards), how we measure what we do (i.e. key performance indicators and data convergence) and colleagues' experiences, then we will not realise efficiencies or deliver innovation. This means greater investment in building business change capacity both at the centre and in departments.

Process and data convergenc[e]

We need to realise the power of the dat[a] are to improve the way we plan and fo[r] demands a greater focus on the data ou[t] outcomes. Our greatest effort should b[e] large impact processes that offer the bi[ggest] terms of efficiency, improved user exp[erience] convergence. We need to challenge ou[r] functions to make sure we get the bala[nce] 100% process convergence across the [board] diminishing returns relative to effort.

16

Since January 2018…
The insights we have gained

Transformational technology

Implementing a single core ERP system offers greater efficiency and value relative to the substantial investment

required, and GSS currently has the ability to support 3 tier-one suppliers (Oracle, SAP and Workday) with products that meet government's requirements for moving to the cloud (SaaS).

Our vision is that departments will implement one of these to provide a core platform for storing, managing and processing HR and finance data, as part of a wider ecosystem of products and services to support the exploitation of data and improved user experience.

The split between IT and service provision envisaged in the strategy remains the right approach. However, smaller organisations will want to consider different models of provision, including outsourcing, rather than investing in internal capacity.

The split also generates a challenge to reimagine the future operating model. Departments will need to work collaboratively with external service providers to deliver transformation.

17

Page 18

Since January 2018…
The insights we have gained

Leadership

Leadership investment is vital to deliver the move to cloud and new service provision. As departments transition to a new customer model, they will require a clear view of what the core elements of business are now and will be in the future. Too often this has been left to implementation partners, now departments should invest in working with them to build capacity and experience.

We need strong, open relationships with implementation partners. If they better understand our business and operating models, we can work better together in delivering change. This different way of working will be all the more essential as departments build and manage their own ERP systems.

It is important that supplier management/service

And finally…

The work we are doing in GSS is att attention of the devolved administrat countries which are seeking to imple framework. This demonstrates the va are doing and its scalability. Once w the ambition of the Strategy in centra we should consider whether to exten public sector.

delivery is given the emphasis that it needs to drive
good HR, finance and commercial data. Too often it is
seen as a tick-box exercise, and not considered in the
light of end-to-end process.

18

Who we serve and what we do

500k+

Public sector
employees

18

Gov
depa
Age

15+
Million

Transactions
per year

£10
Billion

Procurement
spend per year

19

What the landscape looks like now

ISSC 2

SOP

UK SBS

HMRC

BEIS FTE: 4k	DIT FTE: 3.5k	HMRC FTE: 58k

DWP
FTE: 73k

MOJ
FTE: 77k

HMT   **Other**

HMT
FTE: 1.4k

FCO
FTE: 13k

DFT Family

CO
FTE: 2.4k

DEFRA
FTE:6.6k

DFE
FTE: 6.0k

DFT &
Agencies
FTE: 15k

Ot

Metis

MOD DBS

DExEu
FTE: 0.7k

HO
FTE: 33k

MOD
FTE: 250k

I
F
:

Other

MHCLG
FTE:
1.9k

I
Ag
FT

20
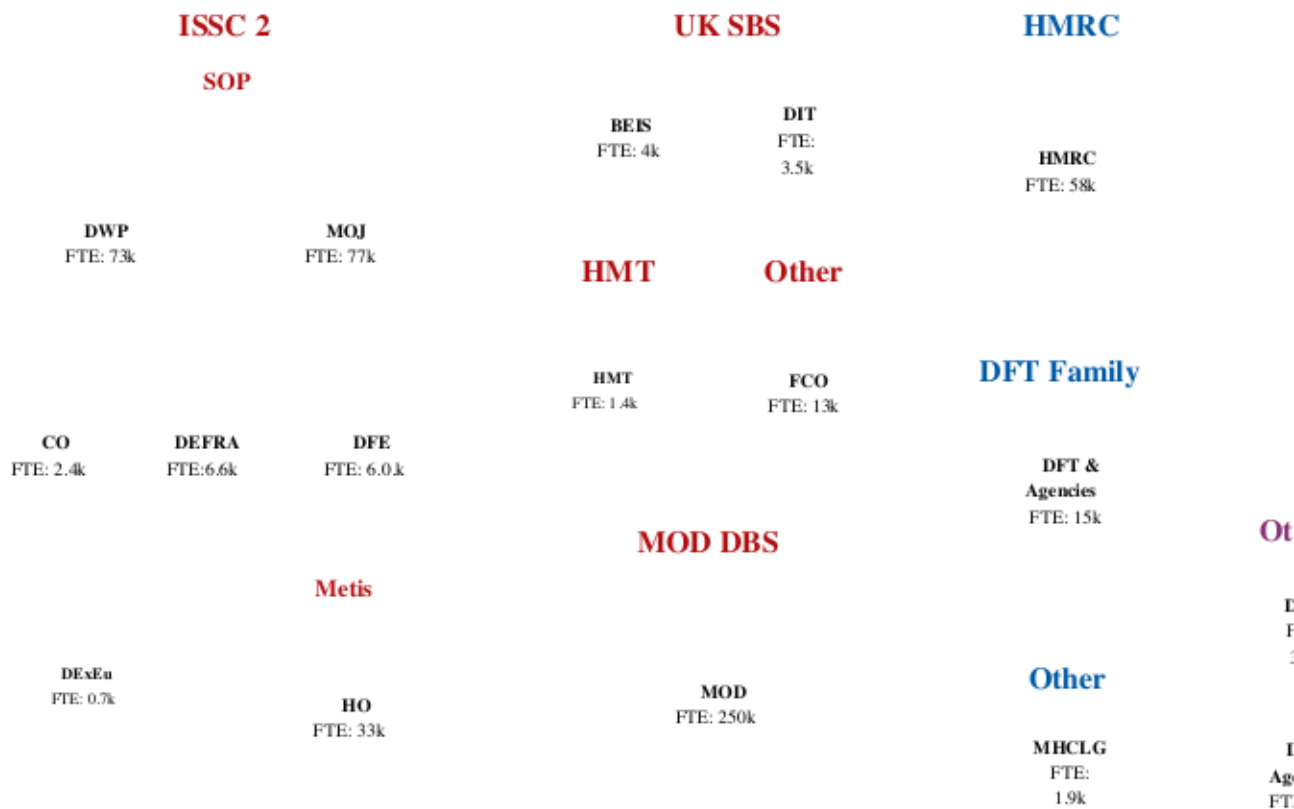
What we will do next

Process and data convergence

Simple, smarter processes to enable civil
and public servants to focus on delivering
government priorities and services
through better MI.

Meeting colleagues' needs

Convenient, accessible and easy to use so that self-service is intuitive.

Move to the cloud

Develop blueprints that can be used across government, learning the lessons of the pathfinders.

21

Page 22

What we will do next
Meeting colleagues' needs

Research has shown that highly usable systems increase staff efficiency, satisfaction, and productivity and make a significant contribution to non-cashable benefits. We aim to promote excellence and convenience for both staff and managers by:

- Applying the principles of the Service Standard developed by Government Digital Service (GDS) for public services, so that internal processes are as usable as public-facing ones, which has not previously been the case.

- Commissioning an independent accessibility audit of the SOP platform as a first step to enhance its support of assistive technologies and then apply this approach to other shared services.

- Developing end user metrics and key performance indicators, and gather analytics relating to the end user experience.

- Growing the network of shared services user experience practitioners across government.

- Increase communications with end users to help them maximise the benefits of shared services.

22

What we will do next
Process and data convergence

Common standards for transactional processes ensure comparable data, enabling identification of changes and savings to deliver improvements or eradicate inefficiencies across government. To achieve this we will:

- Identify the next tranche of priority processes - likely to include cash management and non-current assets.

- Increase our focus on data standards so departments - and government as a whole - can realise the benefits of improved management information and the power of big data.

- Move from design to implementation for the first 3 converged processes (recruitment and onboarding, expenses, and procure-to-pay).

- Work with SSCL to develop and pilot the application of a converged process for shared parental leave.

23

What we will do next
Move to the cloud

The move to the cloud (SaaS) is a catalyst for

business modernisation and transformation, enabling the development of architecture to allow scalability, integration and actionable business intelligence. In turn, this supports a better user experience, and helps drive down transactional costs. To realise this, GSS will:

- Provide technical and business change support to departments with cloud migrations in progress, and ensure that the work of pathfinders is applied to the next wave of implementations.

- Provide expert advice and guidance to departments to support their business cases and specifications.

- Work with implementation partners to match their capacity and capability to demand, identify how to accelerate and reduce the cost of each successive cloud implementation.

- Work with those responsible for other elements of shared services provision in government – recruitment, learning, pensions, vetting, commercial, digital and facilities teams – to ensure overall systems architecture maximises the available opportunities.

24

Page 25

What we will do next
Intelligent automation

Key areas of immediate focus will be open standards, digital forms, Robotic Process Automation (RPA), machine learning and data insights. Our aim is to drive long-term value rather than use these capabilities as a short-term fix for inefficiencies in underlying processes. To realise this, GSS will:

- Work with SSCL to apply chatbot, live chat, analytics and other technologies to their service.

- Identify other opportunities to trial and apply these technologies.

- Work with centres of expertise in government to create knowledge-sharing forums and communities of interest.

- Engage with shared service operators across Government to explore how they can work with their customers as transformation enablers.

25

What we will do next
Service delivery

We want shared service providers to act as transformation enablers – continually refining and where appropriate, automating the full end-to-end process and supporting customers in driving change. We will:

- Extend contracts with SSCL under the revised ISSC2 framework agreement, enabling SOP cloud hosting, and improvements in service models, the application of technology, and the end user experience.

- Consult with departments to identify the core shared requirements and standards for our future approach to service delivery, which we continue to judge will involve a small number of in-house service providers and external partners, giving choice rather than any specific policy to either insource or outsource.

- Engage with the commercial market to test our thinking and understand better the market's view on a commercial vehicle for service provision to departments.

26

GSS enterprise view

27

Page 28

GSS enterprise view

Shared services should be integrated at the core

- GSS is focused on delivering efficiencies in end-to-end processes and on improving the user experience. To do this we have to look wider than just the core ERP systems, identifying the other applications and processes we use to deliver our shared services processes.

- As a first step, GSS has created a single, reusable enterprise view of that wider architecture.

- Through the use of this enterprise view we are able to establish a common understanding of the systems we use. It helps us to work with departments in delving deeper to identify the areas that are causing the most inefficiencies. Many of these require information to flow between systems.

- The key theme is that manual processes need to be replaced by an integrated solution, so that the flow of information can be automated.

- Open standards, consistent technical designs and Application Programming Interfaces (APIs) will be used to link systems, creating a seamless, faster, error-free workflow that greatly improves our overall effectiveness.

28

Page 29

Annexes

What we will do next

Now   Key

	19/20 Q1	19/20 Q2	19/20 Q3	19/20 Q4	2020/21	2021/22

Meeting colleagues' needs

Establish UX network
APEX I-support screens
Community of Interest event
Accessibility review of SOP
Usability testing of the workday application
Draft Metrics
Approach to using GDS service standard agreed
End to end process review

Process and data convergence

Purchase to pay
Source to contract
Non-current assets
Other government department transfers
Order to cash
Parental leave
Record to report
Next set of HR priority processes agreed
Next set of finance priority processes agreed

Move to the cloud

Develop ERP cloud transformation framework
SAP pathfinder l
GSS service offer around migration to cloud (including construction crew agreement in place)
Develop Government Cloud ERP framework
Oracle Fusion pathfinder live
SOP move to cloud
Pilot integration of v

Intelligent automation

Existing technology projects have a principle to review automation opportunities
Facilitating supplier engagement
Define a set of recommended vendor and techno
Define a set of standards for the adoption of cloud technology
Facilitate workshops within shared services
Collate specific use cases
Establish the architectural roadmap

Service delivery

Consultation with departments
Engagement with the market
Investigate the capability and capacity of captives
Specification development
Service framev
Establish cross-

30

Glossary

Arm's length bodies (ALBs)	Public bodies including non-ministerial departments that deliver services on behalf of government.
Application programming interfaces (APIs)	A set of clearly defined methods of communication among various components.
API orchestration layer	An abstraction layer that takes generically-modelled data elements and/or features and prepares them in a more specific way for a targeted application. To address this opportunity, more companies are employing orchestration layers into their API infrastructure.
Business process outsourcing (BPO)	A business practice in which one organisation hires another company to perform a task (i.e. process) that the hiring organisation requires business to successfully operate.
Chatbot	A computer program designed to simulate conversation with human users, especially over the Internet. Primarily used to assist users and information and therefore save on staff required.
(The) Cloud	Where software/equipment is hosted on a vendor's server and accessed through web applications.
Converged processes	Standardised approaches to processes and data, which will drive improved administrative outcomes and support automation.
Convergence	Where agreed to move towards union or uniformity.
DeMilitarised Zone (DMZ)	DMZ is a way of making services accessible over the internet whilst protecting the back end systems from malicious attacks.
Email gateway	An email server that is used to encrypt outgoing mail and decrypt incoming mail. This is an appliance-based security solution that is plac enterprise network and the outside network, such as the Internet.
Enterprise resource planning (ERP)	An integrated IT solution which handles transactional HR and finance for larger organisations.
Government Digital Service (GDS)	GDS is a Cabinet Office unit that is leading the digital transformation of government. It acts as the centre of excellence in digital, techno collaborating with departments to help them with their own transformation, and working with them to build platforms, standards, and di;
Human capital management	A set of practices related to people resource management. These practices are focused on the organisational need to provide specific con are implemented in three categories: workforce acquisition, workforce management and workforce optimisation.

31

Page 32

Glossary

Independent Shared Services Centre 2 (ISSC2)	A shared service used by multiple government organisations.
Infrastructure as a service (IaaS)	A form of cloud computing that provides virtualised computing resources over the intranet.
Intelligent automation	A more advanced form of what is commonly known as robotic process automation. Any large-scale activities or groups of repetitive tasl feed information to multiple systems is an intelligent automation candidate.
Management information (MI)	The provision of data and reports to managers to aid their ability to make a decision based on facts.
Non-current assets	These are a company's long-term investments for which the full value will not be realised within the financial year. Examples include pr equipment.
On premise	Where software/equipment is installed and run locally on a company's own infrastructure.
Oracle Fusion	Oracle's Software as a service ERP solution
Pathfinder	An early adopter of a solution, leading the way for others to follow.

Platform as a service (PaaS)	A third-party provider delivers hardware and software tools, hosting them on their own infrastructure.
Procure to pay (P2P)	The process of requisitioning, purchasing, receiving, paying for and accounting for goods and services.
Public services network	Government's high-performance network.
Robotic process automation (RPA)	The use of software with artificial intelligence (AI) and machine-learning capabilities to handle high-volume, repeatable tasks that previc humans to perform. These tasks can include queries, calculations and maintenance of records and transactions.

32

Page 33

Glossary

Security vetting	Vetting is intended to assure government bodies that the individual has not been involved in espionage, terrorism, sabotage or actions int overthrow or undermine parliamentary democracy by political, industrial or violent means. It also assures the department that the indivic a member of, or associated with, an organisation which has advocated such activities or has demonstrated a lack of reliability through di integrity or behaviour. Finally, the process assures the department that the individual will not be subject to pressure or improper influenc behaviour or personal circumstances.
Single operating platform (SOP)	The existing Oracle ERP system used by multiple government departments and arm's length bodies.
Shared Services Connected Limited (SSCL)	SSCL runs the second of 2 new Independent Shared Services Centres (ISSC2). The joint venture harnesses commercial expertise to deli back-office functions more efficiently.
Software as a service (SaaS)	A method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on computers.
Virtual private network	A VPN extends a private network across a public network, and enables users to send and receive data across shared or public networks a computing devices were directly connected to the private network.

33