Hampshire County Council

The Partnership Journey

The UK's largest public sector shared services partnership.

Hampshire
County Council

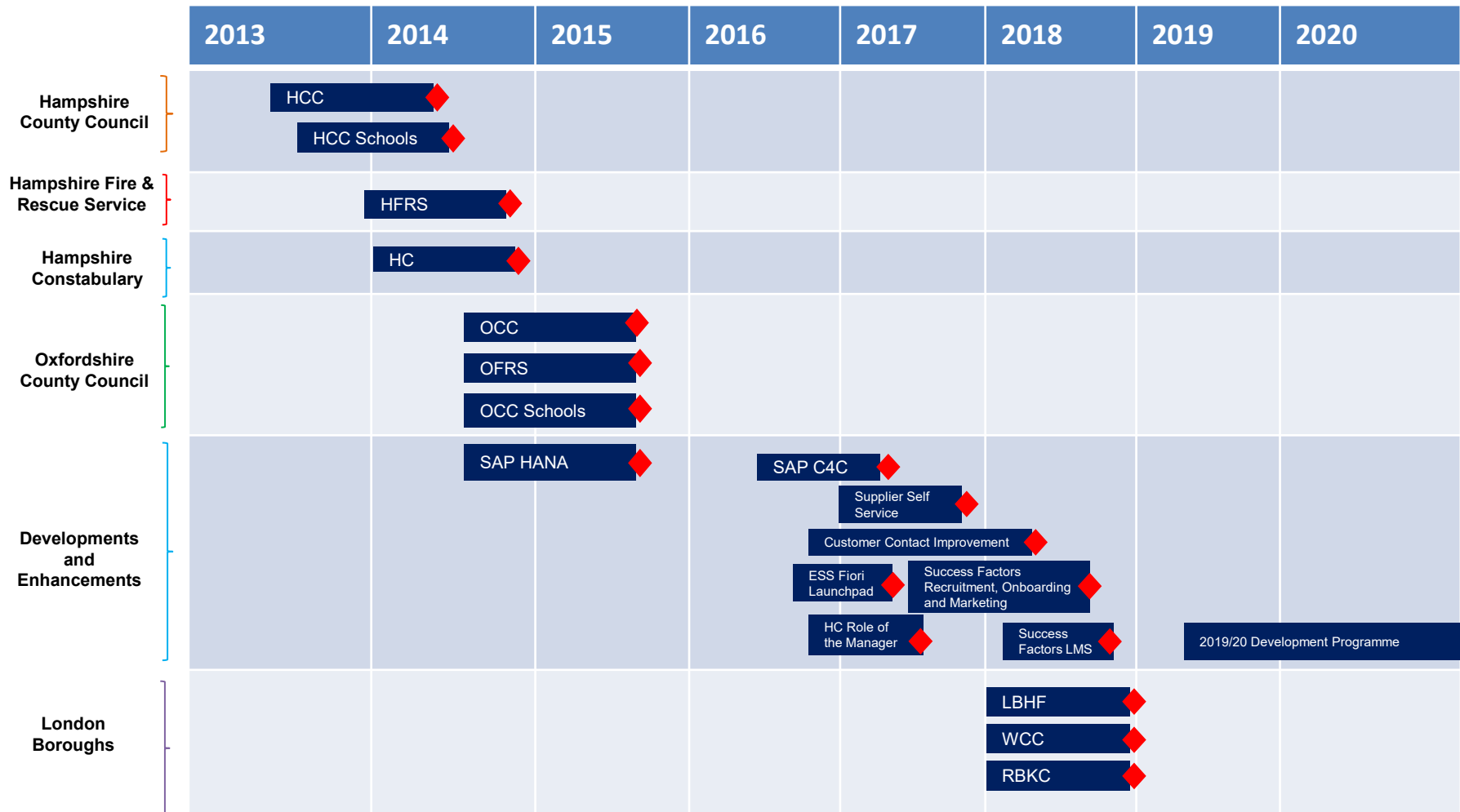# Our Shared Services Partnership

Diverse and complex Partners

Hampshire County Council

Hampshire Constabulary

Hampshire & Isle of Wight Fire & Rescue Service

Oxfordshire County Council

Oxfordshire Fire and Rescue

h&f hammersmith & fulham

750 schools in Oxfordshire and Hampshire

City of Westminster

The Royal Borough of Kensington and Chelsea

The Journey

	2013	2014	2015	2016	2017	2018	2019	2020
Hampshire County Council	HCC ◆							
	HCC Schools ◆							
Hampshire Fire & Rescue Service		HFRS ◆						
Hampshire Constabulary		HC ◆						
Oxfordshire County Council		OCC ◆						
		OFRS ◆						
		OCC Schools ◆						
Developments and Enhancements		SAP HANA ◆		SAP C4C ◆				
					Supplier Self Service ◆			
					Customer Contact Improvement ◆			
				ESS Fiori Launchpad ◆	Success Factors Recruitment, Onboarding and Marketing ◆			
				HC Role of the Manager ◆		Success Factors LMS ◆	2019/20 Development Programme	
London Boroughs						LBHF ◆		
						WCC ◆		
						RBKC ◆		

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Quality. Efficiency. Insight.

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The Integrated Business Centre

Services

- **Finance**
  - Record to Report
  - Transactional Finance (OTC)

- **Hire to Retire (H2R)**
  - Transactional HR administration
  - Recruitment services
  - Digital Learning Environment

- **Purchase to Pay (P2P)**
  - Purchasing
 - Invoice processing

- **Payroll**

Partners

Hampshire County Council

Hampshire Constabulary

Hampshire & Isle of Wight Fire & Rescue Service

OXFORDSHIRE COUNTY COUNCIL

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

h&f hammersmith & fulham

City of Westminster

Operating Model

- A public partnership agreement.

- Leading practice end-to-end processes.

- SAP technology.

- Single service centre location.

- Single employer of 450 staff.

- Supported by in-house SAP team of c75 staff.

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Design principles
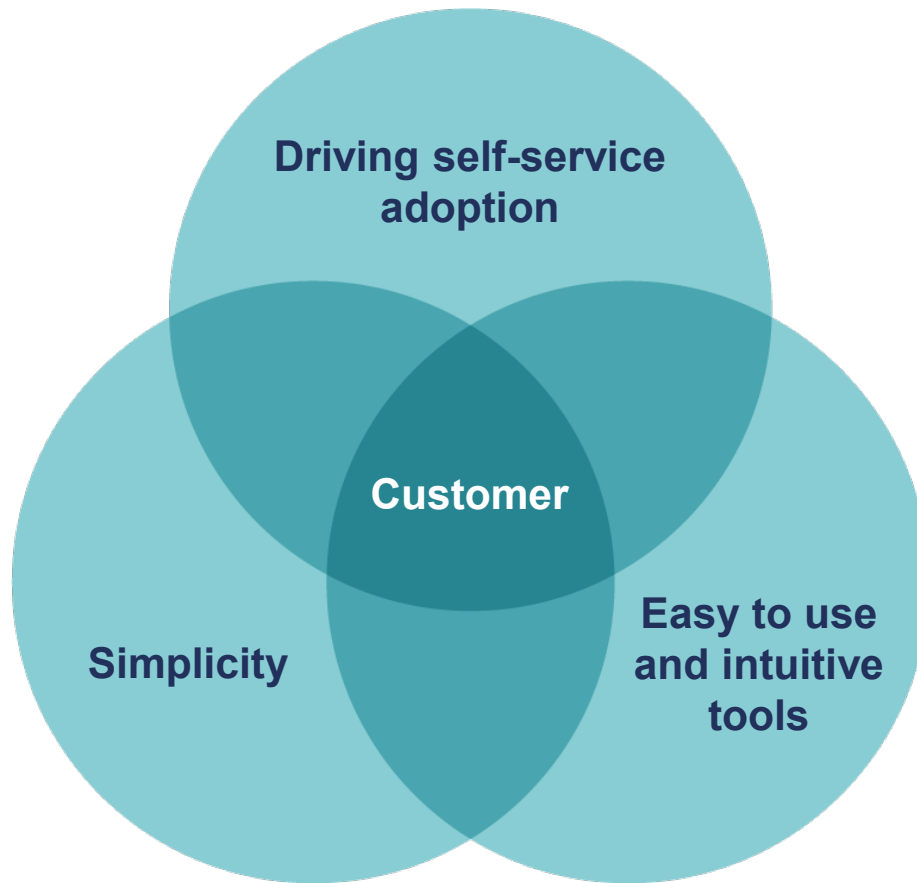
Design Principles

- Paperless wherever feasible

- Maximise self-service

- Improve consistency and standardisation

- Process design must exploit SAP standard where possible

- Seize opportunities to simplify policies

- Maximise co-location

- Facilitate scalability

- Reflect best practice
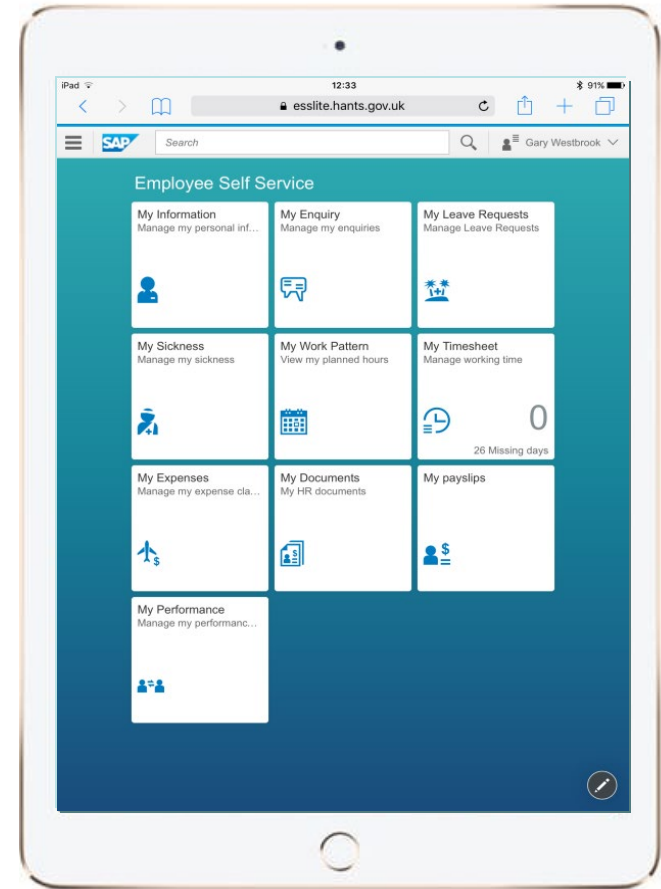
Employee mobile solutions

Approximately

100,000

employees

Only

25% desk based (but not necessarily in an office environment)

A diverse

workforce

Customer insight

Customer insight

- Invoices and Payments / Supplier Contact

Forms · Calls · Webchat

Telephone contact

1.	Telephone Payments	25.17%	=
2.	Salary/Additional Payments	20.25%	▲
3.	Customer Invoice/Receipt	11.27%	▲
4.	Customer Enquiry	8.62%	NEW
5.	General	7.24%	▼
6.	Adults Care Payments	7.24%	=
7.	Customer Direct Debit	6.90%	▲
8.	Supplier Enquiry	4.84%	▼
9.	Leave/Absence/Attendance	4.45%	NEW
10.	HCC LGPS Pensions	4.03%	NEW

Enquiry Form contact

1.	Leave/Absence/Attendance	32.85%	▲
2.	Salary/Additional Payments	14.69%	▲
3.	Contract of Employment	8.40%	▲
4.	Position Changes/Restructures	7.66%	=
5.	Recruitment	7.64%	NEW
6.	Invoices and Payments	7.41%	▲
7.	HCC LGPS Pensions	5.77%	▲
8.	Salary Deductions	5.72%	▼
9.	Customer Invoice/Receipt	5.36%	NEW
10.	Disclosure/Vetting Support	4.50%	NEW

Web Chat contact

1.	Salary/Additional Payments	45.88%
2.	Leave/Absence/Attendance	36.47%
3.	Family Friendly	7.65%
4.	Purchasing Cards	4.71%
5.	Buying Goods/Services	2.94%
6.	Supplier Enquiry	1.18%
7.	Position Changes/Restructures	1.18%

Customer insight | contact analysis

Invoices and Payments and Supplier Contact

Process

Buyer has a purchasing requirement
Buyer checks to see if there is an existing supplier record

Buyer creates a Purchase Order
Buyer purchases through an approved process so a PO is raised

Buyer receives goods/service
Upon receiving the goods, the buyer completes the goods receipt in their worklist

Payment
The supplier submits an invoice with a valid PO number to VIMenquiries@hants.gov.uk

HCC Dept Actions

Signposting for Self Support
Continue to communicate guidance for functions: Supplier Request, eStore, Service Order, P-Card

Supplier Engagement
Communicate the benefits of Supplier Self-Serve Registration and Portal usage
Communicate to Suppliers the importance of maintaining accuracy of data

Guidance and Knowledge
Continue to communicate guidance for functions: GRN's, Approval, known issues.
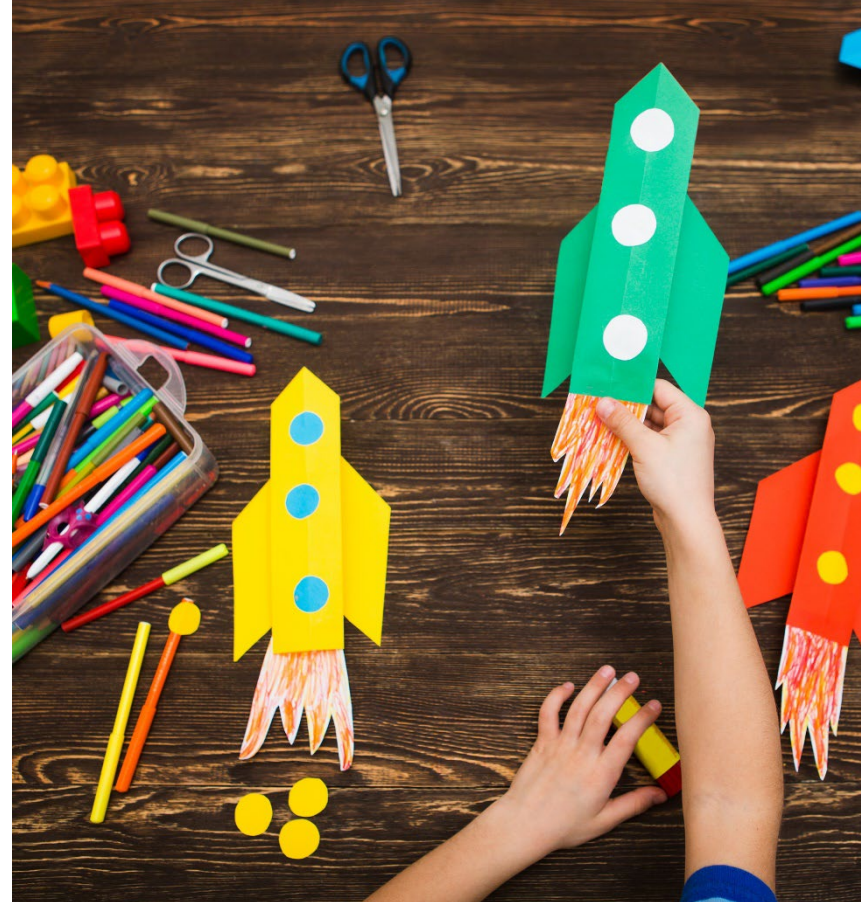Roll out of mandatory E-Learning?

Supplier Knowledge
Continue to reinforce the expectations of mandatory invoice information to supplier
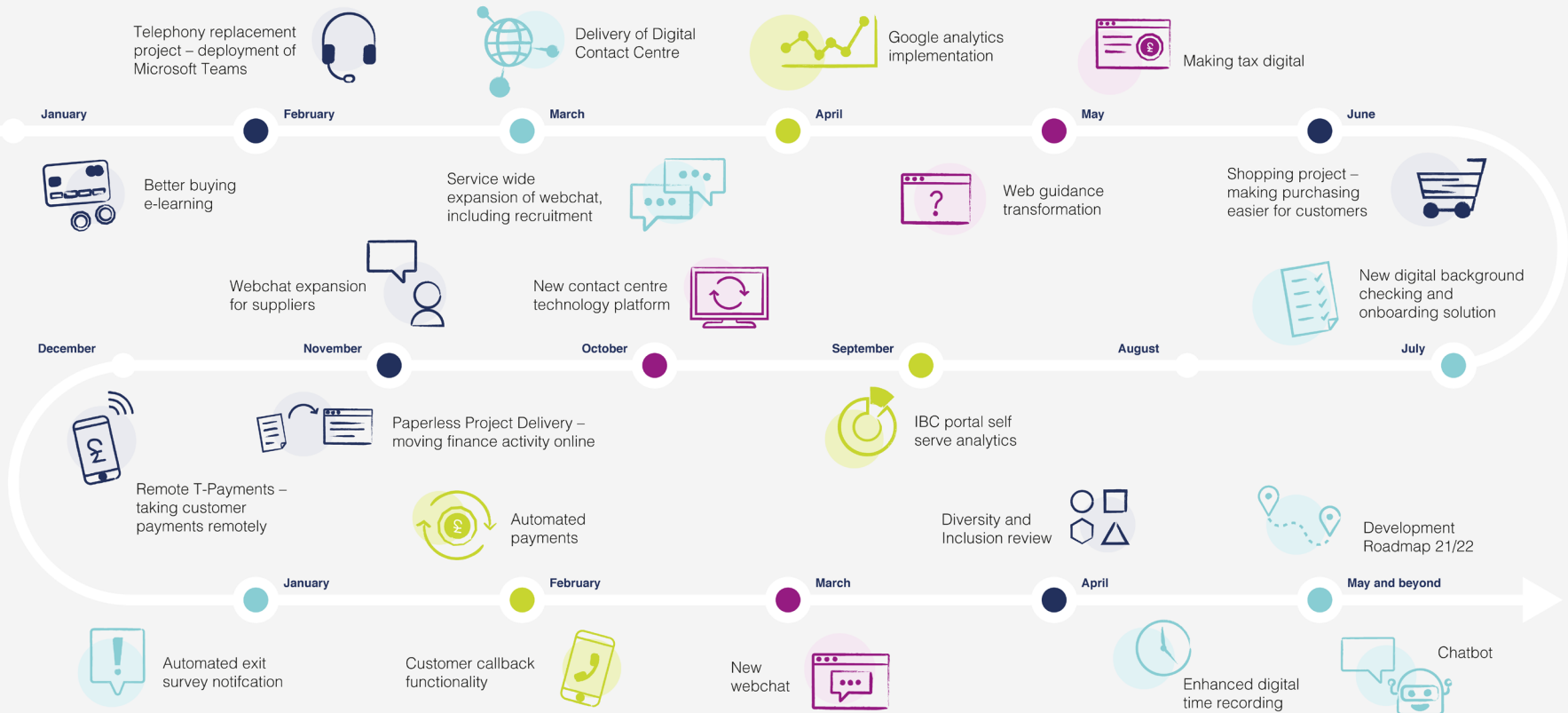Signpost suppliers to the processes that support them.

Accelerated Digital Adoption

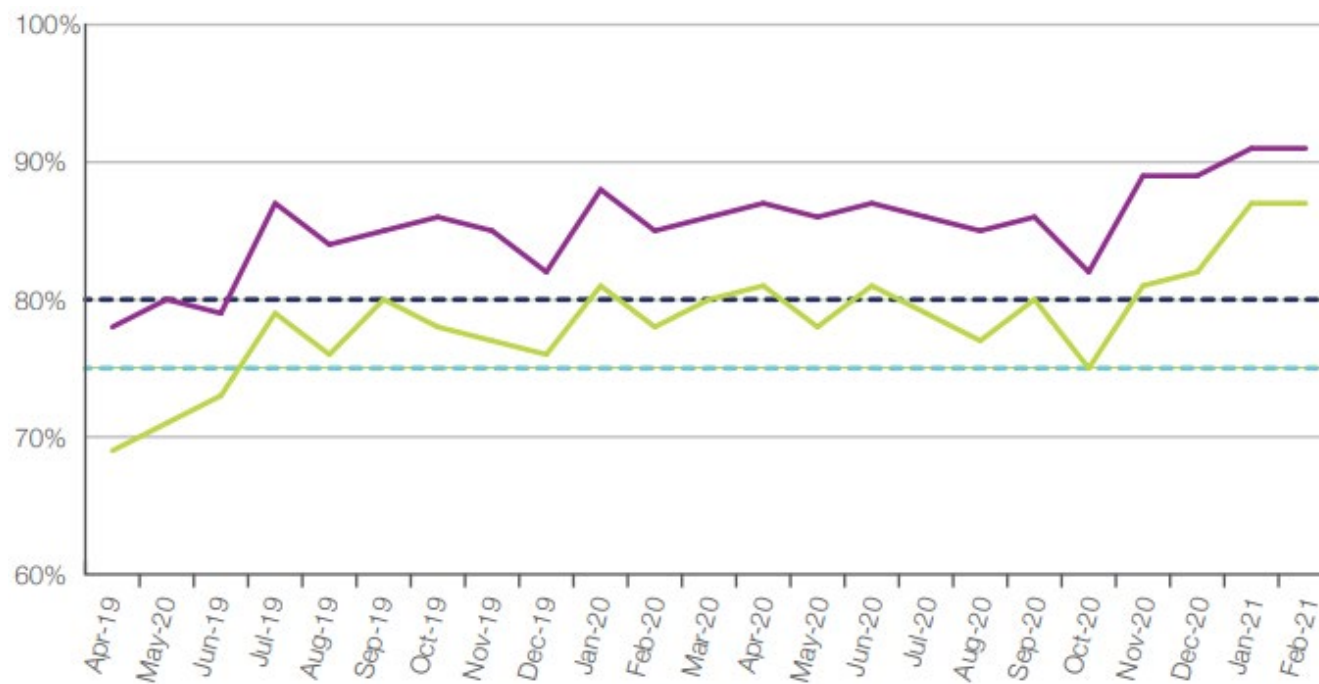# Accelerated Digital Adoption

- Successful remote working (24 hour de-camp)

- Removing outbound paper

- Removing In-bound telephony whilst investing in digital channels

- Insight led

Digital journey 2020-21

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January

February — Telephony replacement project – deployment of Microsoft Teams

March — Delivery of Digital Contact Centre

April — Google analytics implementation

May — Making tax digital

June

Better buying e-learning

Service wide expansion of webchat, including recruitment

Web guidance transformation

Shopping project – making purchasing easier for customers

Webchat expansion for suppliers

New contact centre technology platform

New digital background checking and onboarding solution

December

November

October

September — IBC portal self serve analytics

August

July

Remote T-Payments – taking customer payments remotely

Paperless Project Delivery – moving finance activity online

Automated payments

Diversity and Inclusion review

Development Roadmap 21/22

January — Automated exit survey notifcation

February — Customer callback functionality

March — New webchat

April — Enhanced digital time recording

May and beyond — Chatbot

Customer Impact

Key:
- ── High satisfaction
- ── Satisfaction
- ‑ ‑ ‑ Target satisfaction
- ‑ ‑ ‑ Target – high satisfaction

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How we did / do it

Implementing across multiple partners – what we learnt?

Strong Governance of business requirements and decision making

Be careful not to over-engineer… keeping simple is best

Be clear on data migration approach, and start this work early

Don't underestimate business deployment and cultural change

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Hampshire County Council

HAMPSHIRE FIRE AND RESCUE SERVICE

HAMPSHIRE CONSTABULARY

POLICE & CRIME COMMISSIONER
Serving Hampshire Isle of Wight Portsmouth Southampton

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