

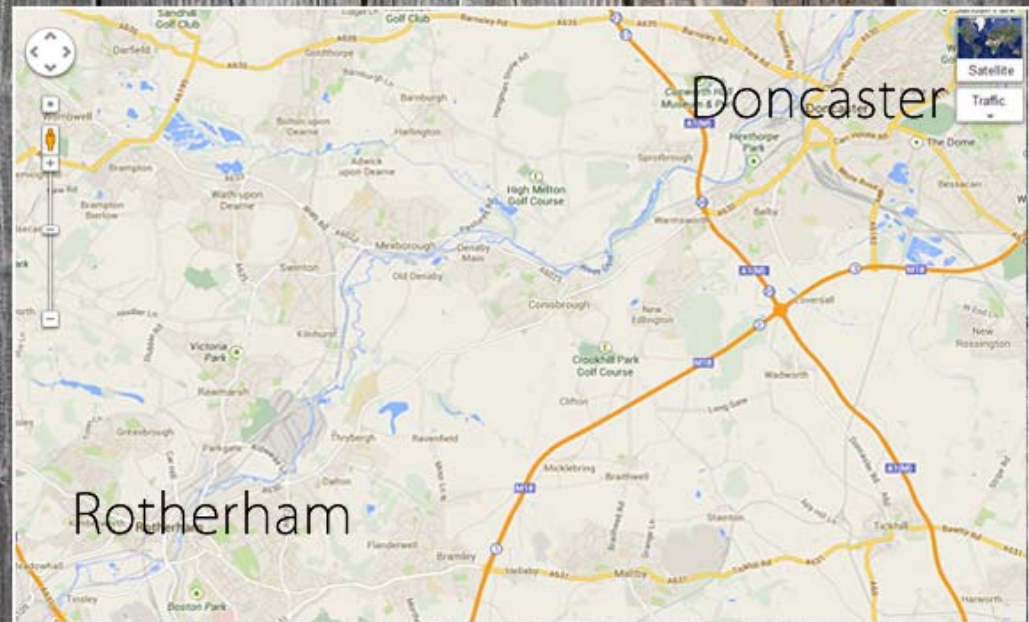
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Friday, 11

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Bucking the trend in South Yorkshire! Many said it couldn't be done but Rotherham and Doncaster Councils have shown the doubting observers just how wrong they were... [READ MORE](#)



It can't be done!

'It will never happen',
too many 'political differences',
'cultural barriers',
'personalities' and Trade Unions involved,
...never mind the 'geographical distance' and
'bargaining' on the details of service level agreements,
future development priorities and shared savings
negotiations!!

People should have known better!!

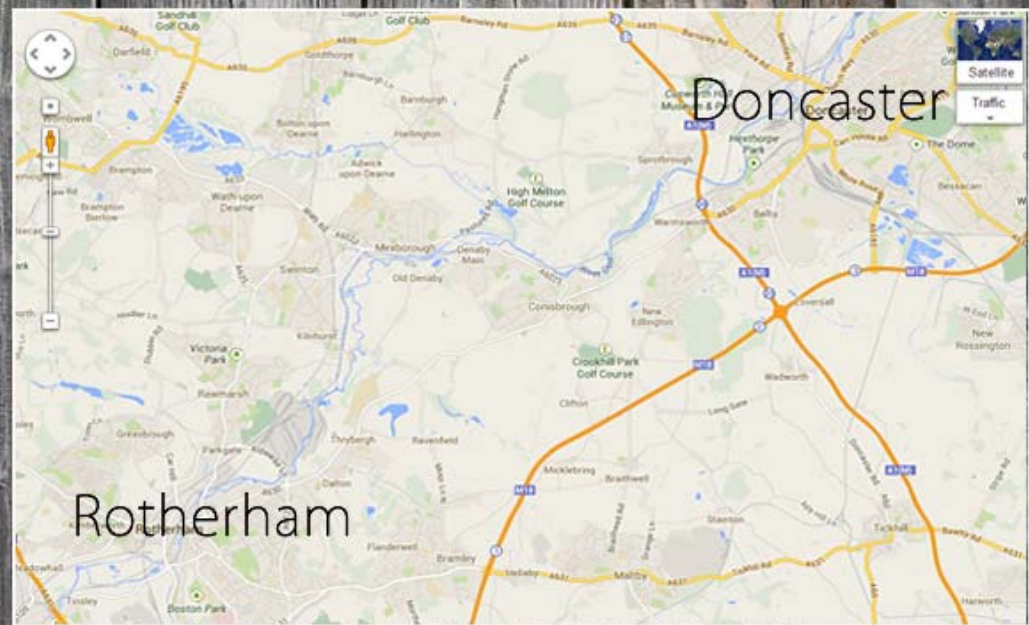
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Shared Service Strategy



Aa



Rotherham

Set up in 2003 JVP with BT and this enabled investment in technology and development of employees.

Implemented new integrated HR and Payroll System.

HR embarked on transformation work programmes.

Replaced manual paper process with electronic self service.

Reduced staff by over 38%.

Increased security, timeliness, controls and reliability.

Bringing a long standing joint venture partnership with BT Global Services to a successful conclusion, evaluating how to go forward as a service...

We had improved service – high benchmarking results, excellent customer feedback, top of leader boards within region. We were starting to be noticed.... Where do we go next??



Shared Service Strategy



Aa



Doncaster

Suffered from lack of investment

In-house software - 40 years old and not fit for purpose

No integration- supported by end of life external databases with no integration.

Software was expensive to keep going and support was reducing as the knowledge base retired.

Mainframe decommissioning – time limited – burning platform. Mar 2013.

Poor payroll accuracy and high overpayments

All processes were manual and therefore labour intensive.

Absolute need for change >> Had nowhere to go other than invest in new technology.

Option 1. Buy software and develop

Option2. Outsource to external provider

Private sector partner – too expensive

Public sector partner – might be an option...??

To put it another way: in 2011 Doncaster were in the same position Rotherham in 2003.



Shared Service Strategy



'Evolving' Strategy

Part of DMBC soft market testing was to review RMBC Service

This led to new discussions on possible Shared Services.

We asked ourselves would this work?

Conclusion?... YES! Two like minded HR Directors willingness to share ideas, developments, priorities etc.

A move to join services under single management team

Satisfies political and organisational targets

We didn't go looking but we ended up with joint strategy...

Two Councils; one ambition: Work jointly to demonstrate strong leadership and produce service efficiencies for the benefit of the region.



Shared Service Strategy





Local Government people made this happen!

- Started in April 2012
- No external project resource.
- Day job maintained – minimal impact on host Rotherham service. Not a “journey” but a race!
- Mainframe decommissioned 2013
- 50 employees transfer in April 2012 from Doncaster to Rotherham
- Migration of 15,000 employee records from legacy system by December 2012.
- Self-service implemented across wider workforce first day.
- Major engagement & cultural transformation – Training and communications programme linked to migration plan
- Often a ‘scary’ and lonely place – it took determination to carry this off.

All Contacts by Name



Kath Hardwick
Head of Service



Josie Hardman
Pensions



Joan Turner
Pensions



Jade Little
Payroll



Alison Johnson
Training



Sarah Stead
HR Team Leader



Chris Dumville
Establishment



Lin Deakin
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Jessica Knowles
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Claire Westerman
Customer Services



Miranda Chan
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Sue Walker
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Jolene Lewis
Payroll



Deannie Schofield
Training



Tony Lewowicz
Customer Services



Andrea Sammut
Recruitment



Susan Williams
Customer Services



John Crutchley
RMS



Sarah Roberts
Recruitment



Shared Service Strategy





Already working!

- Rotherham Shared Service Centre supporting HRP transactions for 30,000 employees.
- DMBC avoided a £2- £3 million tender and implementation cost.
- Over 8 year life of contract both Councils will share in £7million savings.
- Safe-guarded 50 jobs and offered development opportunities.
- DMBC payroll accuracy improved from 94% to 99.88%.
- DMBC pension administration performance increased by 48% within one year.
- DMBC emergency payments reduced from an average of 168/month to approx. 50/month.
- Retention rates for First Line phone enquiries now operating at 99.8%.
- Enabled both to re-focus scarce financial resources from back office to frontline services, while significantly improving performance and outcomes.
- “Soft” savings – cost of mainframe, system support, removal of manual processes, self service validation, compliance E.G. Sickness.



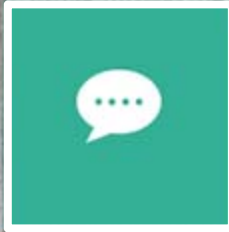
Shared Service Strategy





What this shared service means to us!

- A positive and sustainable legacy for both Councils.
- Celebrates what's good about Local Councils working together.
- Demonstrates ambition, innovation, drive and taking managed risks does bring dividends and worthy recognition
- A confidence boost and motivator for the teams
- Provides an opportunity to tell a great story to others and share our learning
- Repayment of Doncaster's faith and confidence in our ability to deliver.



Shared Service Strategy





What's Next?....

Just the start! – vision is now to broaden this to others in region and beyond!

The end – Questions?

Further Information / Contact

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