

ANNUAL REPORT 2025/26



**SHARED SERVICES
PARTNERSHIP**
Quality. Efficiency. Insight.



Hampshire
County Council



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REFLECTIONS

Andy Lowe
Director of Corporate Operations



It is a privilege to introduce our sixth Shared Services Partnership Annual Report and reflect on another successful year for the Partnership.

As we look back on 2025/26, one achievement stands out above all others: the successful implementation of SAP S/4HANA. This represented the most significant technology change undertaken by the Partnership in more than a decade and the culmination of years of planning, collaboration and dedication. Delivering a programme of this scale while maintaining service performance is no small task, and I am incredibly proud that we completed the migration successfully, with minimal disruption to customers and within our existing operating budgets.

The successful implementation of S/4HANA provides a modern, secure and resilient platform that will support our Partners for years to come. It also creates the foundation for future innovation, enhanced reporting, greater automation and improved customer experiences across the Partnership.

While S/4HANA was the defining milestone of the year, it was by no means our only achievement. At the start of the year, we successfully supported the offboarding of the Royal Borough of Kensington and Chelsea from the Partnership. Delivered on time and within budget, this complex programme demonstrated the strength of our planning, collaboration and delivery capability, while ensuring continuity of service for Partners.

Across Shared Services, teams continued to deliver high-quality services at scale while driving continuous improvement. We achieved our highest-ever customer satisfaction score, with 89% of customers rating themselves as highly satisfied with the service they received. This reflects the professionalism, expertise

and commitment of colleagues across the Partnership, as well as our continued focus on delivering efficient, responsive and customer-centred services.

We also continued to strengthen the resilience and security of our services through enhancements to cyber security, business continuity planning and operational resilience. These investments ensure we remain well positioned to support Partners through an increasingly complex and challenging operating environment.

As we look ahead, the Partnership will play a central role in supporting Local Government Reorganisation (LGR) and Devolution across Hampshire and Oxfordshire. These reforms will reshape many of the organisations we serve, creating both challenges and opportunities as new structures and operating models emerge. Shared Services will provide the stability, expertise and capacity needed to support Partners through this transition, ensuring critical services continue to operate effectively while laying the foundations for the future. Alongside this, our focus will turn to realising the benefits of S/4HANA and progressing our Technical Roadmap, using enhanced automation, insight and digital capability to support more efficient and resilient services across the Partnership.

I would like to thank all our Partners for their continued support and engagement throughout the year, and every colleague across Shared Services for their professionalism, commitment and hard work. The achievements highlighted within this report are a testament to what we can accomplish together, and I look forward with confidence to the next chapter in our Partnership's journey.

SHARED SERVICES PARTNERSHIP

We are the UK's largest public sector Shared Services Partnership, supporting around 85,000 employees and enabling the delivery of services to around three million residents. The Partnership is diverse and includes Partners from local government, schools, fire and rescue services and constabulary.



Oxfordshire schools



City of Westminster



Hampshire schools



Hampshire & Isle of Wight
FIRE & RESCUE SERVICE



POLICE & CRIME
COMMISSIONER
Hampshire & Isle of Wight

h&f
hammersmith & fulham

PARTNERS AND PURPOSE

OUR OBJECTIVES

The partnership was established with the key objectives of delivering an efficient service in order to release savings to Partners and ensuring we build resilience and capacity for the future. Through delivering these objectives we enable all our partners to protect their vital frontline services.



OUR SERVICES

-  **Hire to Retire (H2R)**
 - Transactional HR administration
 - Recruitment services
 - Digital learning environment
-  **Payroll**
 - Payroll across multiple organisations
-  **Pensions**
 - Pensions employer administration
-  **Finance**
 - Record to report
 - Order to Cash (OTC)
 - Purchase to Pay (P2P)
 - Tax

DESIGN PRINCIPLES

We keep things simple, putting the customer at the heart of everything we do, with intuitive tools that enable our customers to self-serve.

Our design principles provide the foundation for the Shared Service model and remain aligned to those first defined when the Partnership was established.

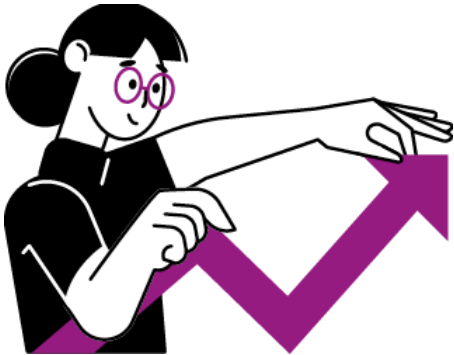
As we look to continually improve and develop the service with our Partners we ensure we validate any enhancements against these core principles:

- optimise ‘self service’
- a consistent and standardised model which is aligned to the SAP standard model where possible
- paperless wherever feasible
- maximise opportunities to simplify policies

- responsibility and accountability passed to employees where possible
- access to services is through a standard portal and Employee Self-Service (ESS) Lite mobile solution
- maximise co-location
- facilitate scalability
- reflect best practice



Shared Services Partnership



93,000

ENQUIRIES

89%

HIGHLY SATISFIED

£1.9

BILLION

SALARY PAYMENTS

6,500

HIRES

690,000

PAYROLL PAYMENTS

£6.8

BILLION

PAYMENTS PROCESSED

£7.2

BILLION

**CUSTOMER RECEIPTS
ALLOCATED**

CUSTOMER CONTACT

Delivering Service Excellence at Scale

Shared Services Customer Contact combines highly skilled customer service specialists, modern technology and data-driven insight to provide responsive, efficient and trusted support across the Partnership. Using leading platforms including Touchpoint and SAP Customer Experience (C4C), our teams help thousands of customers each year by resolving queries quickly and effectively while continually improving the overall customer journey.

Supporting our frontline advisors are dedicated resource planning and forecasting specialists who ensure we have the right people in the right place at the right time, alongside customer experience professionals focused on designing simpler, clearer and more efficient services. Together, these capabilities enable us to deliver

consistently high levels of service while responding to changing customer needs and demand.

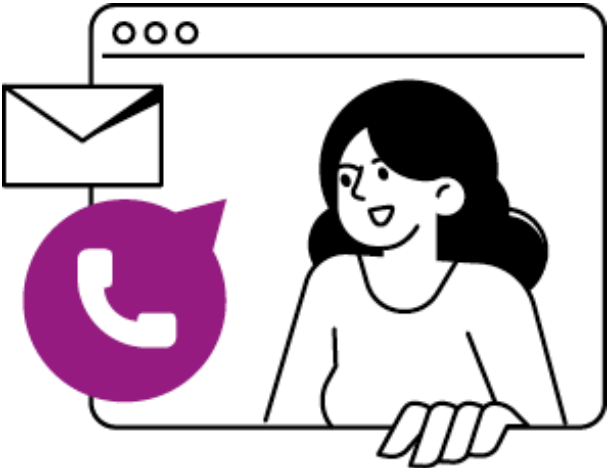
Enhancing Digital Support

Providing customers with fast and accessible support remains a key priority. During the year, we expanded webchat availability across our online guidance, increasing coverage by 65% and extending access to real-time support at the point of need. This has further improved the accessibility of our services, enabling more customers to access support through a communication method that is convenient, responsive and aligned to their individual needs.

The effectiveness of this channel continues to improve, with 59% of webchat enquiries resolved immediately, eliminating the need for onward referral and improving the customer experience. This represents an increase from 54% in the previous year.

We also continued to invest in digital guidance, expanding our video content library and ensuring resources remain aligned to system and process changes, including the transition to SAP S/4HANA. Engagement with video guidance increased by 30% during the year, helping customers find answers more quickly and supporting our digital-first approach.

Keeping our customers safe is a fundamental part of delivering excellent service. During 2025/26, we introduced Multi-Factor Authentication (MFA) for Employee Self Service, providing a significant enhancement to account security and helping to safeguard personal information from increasingly sophisticated cyber threats. This investment strengthens the protection available to our customers while ensuring secure and reliable access to services.



CUSTOMER CONTACT

CONTINUED



Raising the Bar on Service Excellence

In 2025/26, we achieved our highest-ever customer satisfaction score, continuing our strong track record of delivering excellent service outcomes across the Partnership.

Throughout the year, 89% of customers rated their experience as “Highly Satisfied”, significantly exceeding our 70% target and based on feedback from 6,385 completed surveys. This performance reflects our continued focus on service excellence, responsive support and improving our one-and-done resolution rate, which increased to 67%.

As proud members of the Institute of Customer Service (ICS), we continue to benchmark our performance

against recognised best practice and identify opportunities for continuous improvement.

Continuous Improvement

Overall contact volumes reduced by 4.5%, representing the lowest annual level recorded outside of the pandemic period. This reflects the success of our proactive service model, targeted improvements and investment in self-service capabilities.

The introduction of the Tax App and Tax Automation contributed to a 9% reduction in pay deduction enquiries, while emergency payment calls reduced by 7%. Customer finance enquiries fell by 9% and supplier-related enquiries by 3%.

We also continued to enhance our online guidance, ensuring content remains clear, accessible and informed by customer feedback.

Looking Ahead

As customer expectations continue to evolve, we remain focused on enhancing both the customer experience and service efficiency. We will continue to expand digital support channels, optimise customer journeys and explore opportunities to further improve how customers access support and services.

Reliable forecasting remains central to maintaining performance, and during 2025/26 we achieved 93% forecasting accuracy, providing confidence in our ability to align resources to customer demand and maintain excellent service levels.

93,000

ENQUIRIES

FINANCE

Supporting Strong Financial Management

Shared Services Transactional Finance delivers large-scale finance, accounting and compliance services across the Partnership, processing billions of pounds of transactions every year. Combining leading technology, specialist expertise and strong financial controls, we provide efficient, resilient and trusted services that support our Partners' strategic and operational objectives.

Like many across the public sector, our Partners continue to operate within a challenging financial environment. Throughout 2025/26, Shared Services remained focused on delivering reliable, efficient and compliant financial services that support strong financial management and ensure resources are used effectively and sustainably.

The scale of activity delivered during the year was substantial. Shared Services processed more than £6.8 billion in supplier and direct care payments, with 96% of invoices paid within 30 days. The team also successfully allocated £7.2 billion in customer receipts and reclaimed

£451 million in VAT from HMRC on behalf of Partners. Operating across multiple organisations, processes and regulatory requirements, these services were delivered with high levels of accuracy, resilience and reliability.

Driving Compliance and Accountability

Improving financial compliance remains a key priority across the Partnership. While the proportion of invoices returned to suppliers increased to 17.0%, this reflects changing purchasing arrangements within several organisations, including reduced use of embedded purchasing cards in some high-volume service areas.

Progress was made in reducing retrospective purchase orders, which fell to 13.5% of all purchase orders raised, while Purchasing Card compliance remained a strong area of performance. 97% of cardholders reviewed transactions within required timescales for the third consecutive year, and approver compliance improved from 77.0% to 80.4%.

Through management information, targeted support and collaborative improvement activity, Shared Services continues to strengthen financial controls, improve compliance and embed greater accountability across operational services.



FINANCE CONTINUED

96%

**OF INVOICES PAID
WITHIN 30 DAYS**

Delivering Improvement Through Partnership

Working closely with Partners, the team continues to enhance processes, strengthen controls and maximise the value of technology investments. Cash allocation automation rates through Serrala Auto Bank have consistently exceeded 90%, significantly above industry benchmarks, while enhancements to Fiscal/NXG have strengthened supplier reconciliation and duplicate payment detection controls.

The team also introduced a centralised audit request management process using Microsoft 365 technology and implemented new VAT and Construction Industry Scheme (CIS) performance measures, helping to strengthen assurance and ensure all statutory returns were submitted within HMRC deadlines.

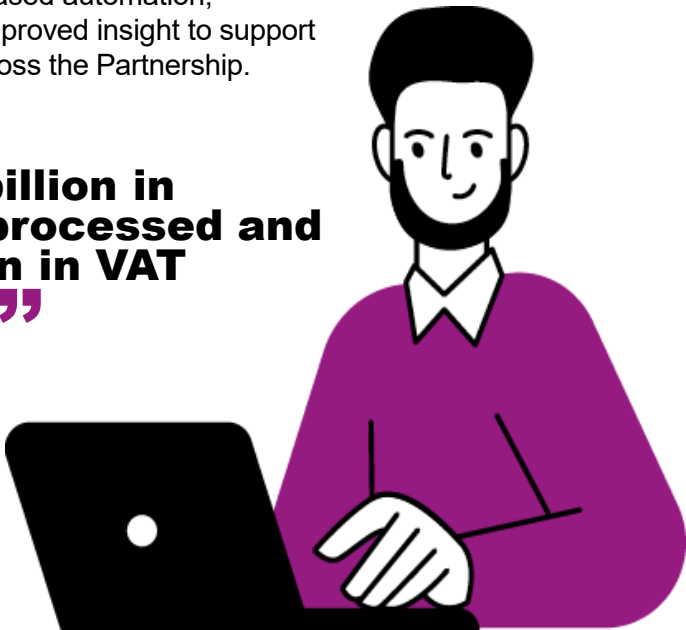
£7.2
BILLION

**CUSTOMER RECEIPTS
ALLOCATED**

Looking Ahead

During 2026/27, we will continue to focus on financial compliance, process efficiency and maximising the opportunities presented by SAP S/4HANA, delivering increased automation, enhanced reporting and improved insight to support better decision-making across the Partnership.

“ **Over £6.8 billion in payments processed and £451 million in VAT reclaimed.** ”



TRANSACTIONAL HR, PAYROLL AND PENSIONS

99.8%

PAYROLL ACCURACY
RATE

690,000
SALARY PAYMENTS

Delivering Trusted People Services at Scale

Shared Services provides large-scale HR, payroll and pensions services across the Partnership, supporting tens of thousands of employees through every stage of the employee lifecycle. Combining specialist expertise, modern technology and robust governance, we deliver accurate, reliable and compliant services that enable our Partners to support and develop their workforce with confidence. Our commitment to quality and operational excellence is further demonstrated through our accreditation by the Chartered Institute of Payroll Professionals (CIPP) Payroll Assurance Scheme.

Delivering Payroll Accuracy at Scale

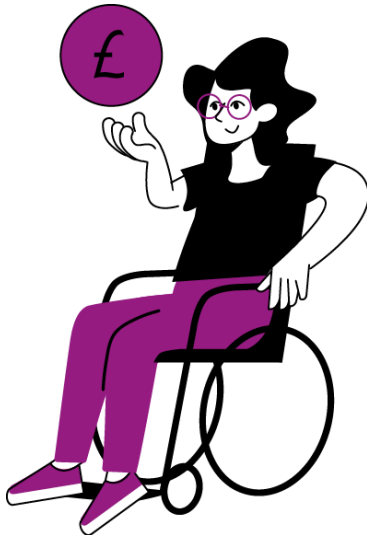
Our HR and Pay Operations team continues to deliver accurate and reliable services across the Partnership. In 2025/26, Shared Services processed more than 690,000 salary payments, totalling over £1.9 billion, while maintaining an exceptional 99.8% accuracy rate. This consistent performance ensures employees are paid correctly and on time, providing confidence for both our Partners and their workforce.

Driving Continuous Improvement

Working closely with our Partners, we completed a significant review of the overpayments process, introducing a more consistent and transparent approach across the Partnership.

Key improvements included standardised write-off arrangements, aligned repayment plan timeframes and simplified customer communications. Together, these changes have strengthened governance, improved efficiency and provided greater transparency and consistency in the management of overpayments.

We also continued to modernise how we communicate with employees. Through the use of verified personal email addresses, we securely issued 8,000 P45s and final payslips electronically during the year. This has improved the employee experience through faster access to important documents, while reducing printing, paper and postage costs.



TRANSACTIONAL HR, PAYROLL AND PENSIONS CONTINUED

Supporting Partners Through Change

As Partners continue to adapt to organisational, legislative and operational change, Shared Services has provided responsive support across a range of complex activities.

During 2025/26, we supported a record number of restructures, increasing by 8% compared with the previous year. Early engagement and collaborative planning have remained essential in ensuring resources are aligned and organisational change can be delivered effectively.

A significant achievement during the year was the successful implementation of Neonatal Care Leave and Pay legislation. Despite limited national guidance being available shortly before implementation, Shared Services worked proactively with Partners and SAP to develop and deliver the required system and payroll changes. As a result, the Partnership was fully compliant from the first day of the new legislation, ensuring support was available for families at a particularly sensitive time.

Our Learning Management System (LMS) recorded more than 330,000 course completions, reflecting a continued commitment to learning and development across the Partnership. Enhanced reporting tools now provide greater visibility of mandatory training compliance and support informed decision-making.

The team also successfully implemented 45 separate pay awards throughout the year, including 13 delivered during the SAP S/4HANA change freeze period, ensuring employees received agreed awards accurately and on time.

Supporting Pension Administration

2025 was a triennial valuation year for many of our Partners, creating additional activity and critical deadlines. Our Pensions Administration Team worked closely with Partners to ensure all annual returns were completed and submitted on time.

Following submission, the team prioritised more than 1,100 partner queries, providing specialist support and helping Partners successfully navigate a complex regulatory process.

330,000
**COURSE
COMPLETIONS**

8,000
DIGITAL P45S ISSUED

RECRUITMENT

Delivering Recruitment Excellence at Scale

Shared Services Recruitment combines specialist expertise, leading technology and customer-focused support to help Partners attract, recruit and onboard talent efficiently and compliantly. Shared Services uses SAP SuccessFactors alongside market-leading digital pre-employment checking solutions to deliver an efficient and compliant recruitment service. This includes Right to Work, referencing and DBS checks provided through a trusted delivery partner, supporting candidates, hiring managers and HR teams throughout the recruitment journey.

Supporting Recruitment Through Change

During 2025/26, Shared Services supported more than 6,500 hires across the Partnership. Overall recruitment volumes reduced by 29%, reflecting the offboarding of recruitment services for Oxfordshire County Council and the Royal Borough of Kensington and Chelsea. Excluding these organisational changes, recruitment activity reduced by 6%.

Alongside operational delivery, the team remained focused on improving systems, processes and performance, ensuring we continue to provide an efficient and responsive recruitment service for our Partners.

Enhancing the Recruitment Experience

A key achievement during the year was the implementation of Onboarding 2.0 within SuccessFactors, transforming the onboarding experience for successful candidates.

The enhanced solution provides applicants with a single candidate dashboard where they can access information, complete onboarding activities and review employment documentation. A mobile-friendly design allows candidates to complete tasks at a time and place convenient to them, creating a more flexible and engaging experience from day one.

Alongside these improvements, the team strengthened quality assurance processes across SuccessFactors and SAP, supporting improved data quality and a smoother recruitment journey.



RECRUITMENT

CONTINUED



Delivering Service Excellence

Customer satisfaction reached its highest ever annual level, with 82% of customers rating their experience as “Highly Satisfied”, significantly exceeding the 70% target.

A notable achievement was the first monthly customer satisfaction score above 90%, reaching 91% in February. This reflects the team's continued focus on responsive support, effective communication and continuous improvement.

Reducing time-to-hire remains a priority. While application-to-offer times improved during the year, external factors, particularly police vetting delays, continue to impact recruitment timescales, especially within blue-light organisations.

Looking Ahead

During 2026/27, the team will focus on further strengthening recruitment insight and enhancing the candidate attraction experience across the Partnership. A key area of focus will be developing recruitment reporting capabilities, providing greater visibility of recruitment activity, performance trends and job sourcing effectiveness to support informed decision-making.

Alongside this, we will continue to enhance the careers website, improving accessibility, content and user experience to better showcase opportunities across our Partner organisations and support the attraction of high-quality candidates.

Through continued investment in digital capability, performance insight and

customer service, we remain committed to delivering an efficient, responsive and high-quality recruitment service for our Partners.

“ **A record 91% customer satisfaction achieved in February.** ”

82%
HIGHLY SATISFIED

SHARED SERVICES I.T.



Delivering Technology Expertise at Scale

Shared Services IT provides the technology platforms, expertise and support that underpin critical services across the Partnership. With more than 75 in-house specialists supporting SAP S/4HANA and a broad portfolio of integrated business systems, we operate one of the largest in-house SAP teams in UK local government.

As a recognised SAP Centre of Excellence, we combine deep technical expertise with a strong understanding of business operations to deliver secure, resilient and innovative technology services. This capability enables us to support Partners through major transformation programmes while maintaining the high levels of service reliability they depend upon.



Supporting a Successful Transition

Following the offboarding of the Royal Borough of Kensington and Chelsea (RBKC) on 1 April 2025, Shared Services IT continued to support transition and closure activities throughout the year. The successful delivery of the offboarding programme, completed on time and within budget, reflected the detailed planning and close collaboration between colleagues in Shared Services IT and Shared Services Transformation.

Through the development and implementation of robust transition plans, the teams ensured the secure separation of systems, services and data while maintaining service continuity for remaining Partners. This programme demonstrated the Partnership's ability to manage complex organisational change effectively while continuing to deliver high-quality day-to-day services.

Delivering Our Most Significant Technology Transformation

In October 2025, the Shared Services Partnership successfully completed the implementation of SAP S/4HANA, representing the most significant technology change undertaken by the Partnership in more than a decade.

The programme successfully migrated our core ERP platform from SAP ECC to S/4HANA with minimal disruption to services and was delivered within existing operating budgets. This achievement reflects years of planning, strong partnership working and the commitment of colleagues across Shared Services and our Partner organisations.

The implementation provides a modern, secure and future-ready technology platform, creating the foundation for improved reporting, enhanced automation and greater operational efficiency across the Partnership.

SHARED SERVICES I.T.

CONTINUED



**CENTRE OF
EXCELLENCE**

Stabilising for Long-Term Success

Following go-live, our focus shifted to ensuring the new platform continued to operate effectively while supporting critical business processes.

The stabilisation period successfully covered several significant first-time events, including the deployment of support packs and the completion of year-end processing activities. Successfully delivering these milestones provided confidence in the resilience and maturity of the new environment and confirmed that S/4HANA is well positioned to support future business requirements.

Strengthening Security and Resilience

Protecting systems and information remains a key priority. During the year, we further enhanced our cyber security arrangements through the introduction of strengthened user authentication controls and Multi-Factor Authentication (MFA) for Employee Self Service. These improvements provide an additional layer of protection for employee data while strengthening the Partnership's overall security

posture. Alongside these enhancements, we continued to strengthen our approach to resilience and business continuity, ensuring our technology services remain robust and capable of supporting Partners through periods of change and uncertainty.

Building the Foundations for the Future

Alongside the successful delivery of S/4HANA, we continued to progress key elements of our Technical Roadmap.

A technical Proof of Concept for SAP Analytics Cloud confirmed its potential suitability as a future reporting and analytics platform, paving the way for pilot activity and the next generation of business intelligence capability. We also completed a proof of concept for SAP Integration Suite, confirming its viability as our strategic integration platform and providing the foundations for a more connected and flexible technology landscape.

Looking Ahead

With the successful implementation and stabilisation of S/4HANA now complete, our focus turns to realising the benefits of the platform and delivering the next phase of our

Technical Roadmap. We will continue to build our reporting and analytics capabilities, including progressing the adoption of SAP Analytics Cloud and expanding the insight available to Partners to support informed decision-making and service improvement.

We will also work closely with Partners to prepare for Local Government Reorganisation and Devolution. As plans continue to develop, Shared Services will play a key role in ensuring systems, processes and data are ready to support organisational change, while maintaining the resilient and reliable services our Partners depend upon.



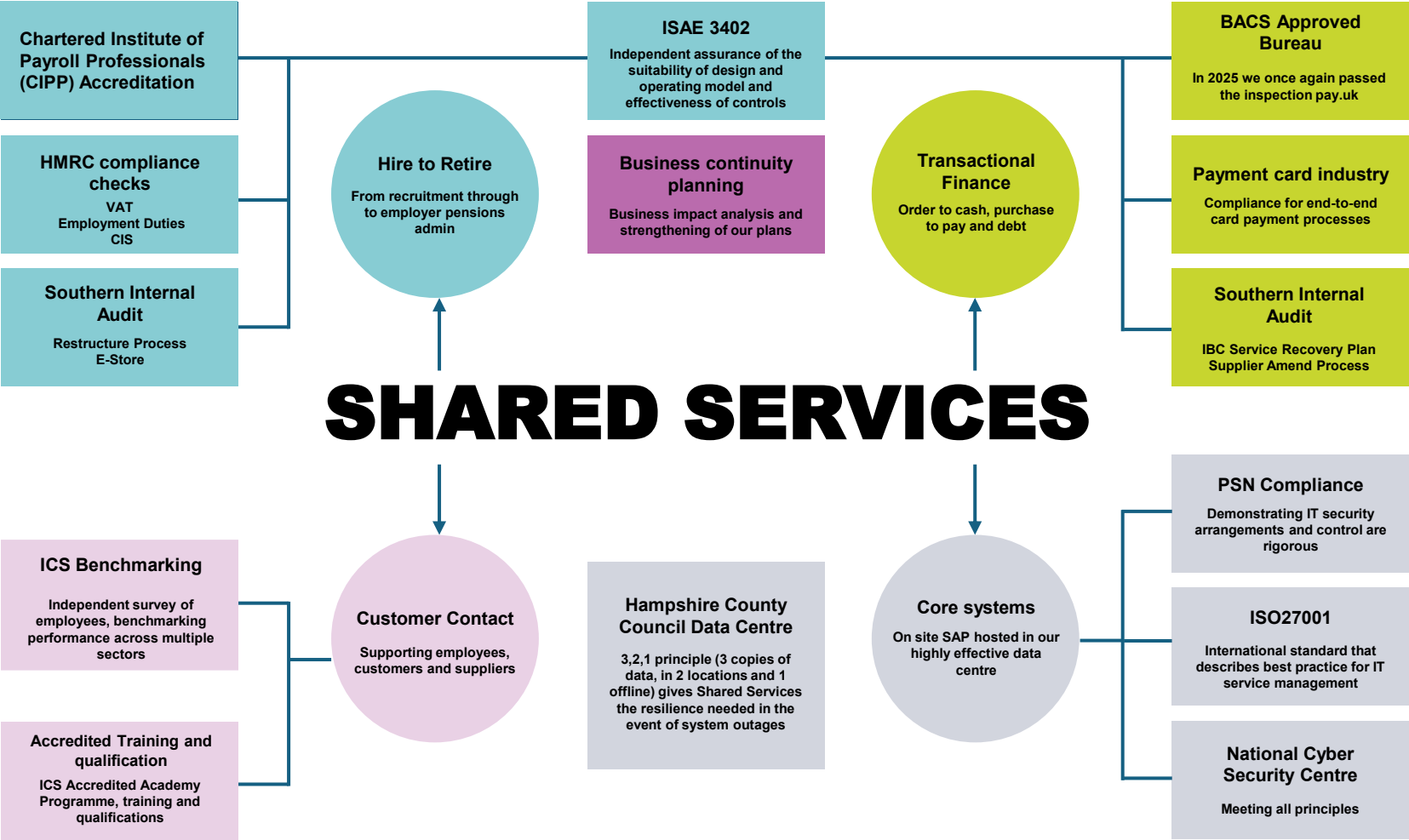
Strengthening Business Continuity and Resilience

Maintaining resilient services remains a key priority for the Partnership. During 2025/26, we reviewed and refreshed all critical service Business Continuity Plans, working with Partners to strengthen arrangements for critical payment processes and other essential services.

We also enhanced incident communication and decision-making arrangements, ensuring Partners receive timely information and support during periods of disruption. New resilience matrices were introduced to improve visibility of key skills, resources and technology dependencies, supporting more effective contingency planning.

Lessons learned from operational events and the SAP S/4HANA implementation have been incorporated into updated plans, further strengthening our resilience and ability to support Partners when it matters most.

QUALITY AND ASSURANCE



OUR PEOPLE AND CULTURE

OUR VALUES



Working as one organisation



Professionalism



Continuous Improvement



Integrity and Respect



Making a Difference



Proud of Our People

Our people are at the heart of everything we do. The expertise, commitment and professionalism of colleagues across Shared Services enable us to deliver high-quality services for our Partners and their customers every day. Throughout the year, we continued to invest in colleague engagement, recognition, wellbeing and development, helping to create a positive and inclusive culture where people can thrive.

Recognising and Celebrating Success

Recognising great work and celebrating success remain important parts of our culture. During the year, we further strengthened our approach to colleague recognition through Pulse Praise, our digital peer-to-peer recognition platform.

Pulse Praise enables colleagues to recognise and celebrate the contributions of their peers, providing an easy and accessible way to

acknowledge great work and behaviours that reflect the values of Shared Services and Hampshire County Council. During the year, a new collaboration category was introduced, reinforcing the importance of working together to deliver successful outcomes. Since its launch in March, more than 1,000 colleagues have been recognised for collaborative working, with a further 1,000 recognitions shared across other categories during the year.

The positive engagement with Pulse Praise demonstrates the strong culture of appreciation, teamwork and shared success that continues to underpin our performance.

Listening to Our People and Understanding Our Service Culture

During the year, we partnered with the Institute of Customer Service to undertake the ServCheck employee engagement survey, providing valuable insight into how engaged

colleagues feel with the services they deliver and the customers they support.

Shared Services achieved an outstanding score of 82.5, significantly exceeding both the Government Departments benchmark of 65 and the all-sector benchmark of 78. This result highlights the strong customer focus, pride and commitment demonstrated by colleagues across the Partnership and reflects the positive culture that exists throughout Shared Services.

82.5

SERVCHECK
SCORE

OUR PEOPLE AND CULTURE

CONTINUED

Engaging Colleagues Throughout the Year

We continued to deliver a wide range of engagement activities designed to support wellbeing, inclusion, professional development and team connection.

Key engagement campaigns included wellbeing, inclusion, accessibility, cyber awareness, environmental awareness and the promotion of colleague support networks. Colleagues also participated in activities to celebrate National Customer Service Week and National Payroll Week, recognising the achievements of teams delivering service excellence across the Partnership.

Our annual summer wellbeing challenge encouraged colleagues to improve their physical and mental wellbeing, with participants collectively completing an impressive 17,586 kilometres through a range of accessible activities. Colleagues

also raised £1,199 for cancer charities and Save the Children through a series of fundraising events.

Four in-person colleague events were held during the year, bringing colleagues and managers together to hear key updates, share ideas, learn from one another and strengthen relationships across teams.

Investing in Learning and Development

Learning and development remain critical to building a skilled, adaptable and future-ready workforce.

We continue to invest in opportunities that support professional growth, strengthen leadership capability and encourage continuous improvement. Through formal learning, professional qualifications and knowledge-sharing activities, colleagues are equipped with the skills and confidence needed to respond to an evolving operating

environment and deliver excellent outcomes for our Partners.

During 2025/26:

- 92 colleagues completed Institute of Customer Service learning programmes.
- 293 colleagues participated in bite-sized skills sessions and team-based learning activities, enabling practical skills to be applied immediately in the workplace.
- 7 colleagues successfully completed apprenticeship programmes.
- 31 colleagues were actively undertaking apprenticeships across a range of disciplines.

Together, these investments are helping to develop a more capable, resilient and innovative workforce, ensuring we are well positioned to support the future needs of the Partnership.

2,000
COLLEAGUE
RECOGNITIONS





ROADMAP TO 2030

Our Roadmap to 2030 continues to guide the future direction of the Partnership. With the successful delivery of SAP S/4HANA providing a modern and resilient foundation, our focus now turns to unlocking its benefits and delivering the next phase of our Technical Roadmap. As Local Government Reorganisation and Devolution reshape the public sector landscape, we are working closely with Partners to ensure our services, systems and operating model are ready to support organisational change, enabling a smooth transition towards implementation on 1 April 2028 while continuing to deliver value, resilience and service excellence.

Strategic
Development
Programme



Devolution



Upgrade
S/4HANA



2030

Local
Government
Reorganisation
(LGR)



Technical Roadmap



One Shared Services
Team



2025

LOOKING FORWARD

Sean Stringer

Assistant Director Shared Services

It is easy to view the successful implementation of SAP S/4HANA as the finish line of a major programme, but in many ways, it represents the beginning of our next phase of transformation. Having successfully delivered and stabilised the platform during 2025/26, our focus now turns to realising the full benefits of that investment. S/4HANA provides a modern, secure and scalable foundation that will enable us to simplify processes, improve reporting and analytics, increase automation and enhance the experience of our customers and Partners for years to come.

Alongside this, we remain committed to delivering our wider Technical Roadmap. The foundational work completed during the year, including the proof of concepts for SAP Analytics Cloud and SAP Integration Suite, positions us well to further modernise our technology landscape. These developments will provide greater insight through improved reporting and data visualisation, while creating a more flexible and connected architecture capable of supporting future business requirements.

The year ahead will also be one of significant change across local government. Local Government Reorganisation and Devolution will reshape many organisations within our Partnership, creating both challenges and opportunities. As the UK's largest public

sector Shared Services Partnership, we have a unique role to play in supporting our Partners through this period of transition. Our focus will be on providing stability, expertise and capacity, ensuring critical services continue to operate effectively while organisations adapt to new structures and ways of working.

This support will be particularly important as the sector continues to face a challenging financial environment. The need to maximise efficiency, strengthen resilience and deliver value for money remains as important as ever. Shared Services was founded on these principles, and they remain at the heart of our approach today. Through continuous improvement, strong partnership working and the intelligent use of technology, we will continue to help our Partners navigate complexity while protecting valuable frontline services.

The successful delivery of S/4HANA has demonstrated what can be achieved when we work together as a Partnership. As we look ahead, I remain confident that the combination of a resilient operating model, a clear technical roadmap and our culture of collaboration places us in a strong position to support whatever challenges and opportunities the future may bring.





**SHARED SERVICES
PARTNERSHIP**

Quality. Efficiency. Insight.



Hampshire
County Council



City of Westminster



**OXFORDSHIRE
COUNTY COUNCIL**



OXFORDSHIRE
FIRE & RESCUE SERVICE



h&f
hammersmith & fulham



**POLICE
& CRIME
COMMISSIONER**
Hampshire & Isle of Wight



**Hampshire
& Isle of Wight**
FIRE & RESCUE SERVICE