



Financial Planning Solution & Process Improvements Enabled by SAP

Leveraging Capgemini's template planning solution as an accelerator, Hampshire County Council (HCC) improves its financial planning solution and processes using the new SAP BPC 10.1 Embedded Model running on its SAP BW on HANA platform. HCC is one of the first public sector organisations to deploy the SAP BPC Embedded Model, which is emerging as SAP's next generation business planning solution.

Using Capgemini's planning template solution at the design stage really helped me see how the solution would work for me as a user. I hadn't experienced that approach in a workshop environment before

Business Process Group Member



We undertook a rigorous decision-making process ahead of making the move to the SAP BPC Embedded Model to ensure it was the right direction for the partnership to take. Moving to a web front end brought this in line with the rest of our Shared Services offering and the positive feedback from users shows we were right in our approach

Carolyn Williamson,
HCC Deputy Chief Executive and
Director of Corporate Resources

Overview

Client Name: Hampshire County Council (HCC)

Industry: Public Sector

Location: Winchester, Hampshire, UK

Client Challenges/Business Need:

HCC wanted to improve the efficiency and effectiveness of the key financial planning processes of budgeting, in year budget adjustments, and forecasting through the development of a comprehensive planning and reporting solution

Solution-at-a-glance:

Financial planning and reporting solution developed in SAP BPC 10.1 Embedded Model (on HANA) based on an extended version of Capgemini's template planning solution. This solution extended HCC's SAP BPC Standard (Classic) Model solution and processes, providing an even more flexible system used by multiple partners

Benefits:

- Deployment of an improved, common, flexible, standardised solution across HCC and the multiple partner organisations served by HCC's unique Shared Service Partnership
- Improved automation of the key financial planning processes enables a shift in emphasis towards data analysis and away from data collation.
- Improved usability through moving to a web front end, allowing easier/wider solution access and conformity with HCC's broader digital initiatives

The Situation

To align with its transformation programme, and to provide an enhanced offering to the new partners joining the Shared Services Partnership, HCC had identified its financial planning solution and processes as a significant potential opportunity area for both efficiency and effectiveness improvements. Summarised below is the context around some of HCC's challenges with its existing financial planning solution and processes and an indication of the outcomes aimed for by HCC.

The Challenges

- Significant pressure on HCC's financial funding
- Expanding shared service community
- Improving the quality and coverage of HCC's shared service offering
- Current financial planning solution
- Inconsistencies in current process
- Delivering process improvements while expanding the partner base
- Improving supportability of the financial planning offering

Desired Outcomes

- Greater leverage of IT assets and investments
- Delivering the same level of service to more users/ organisations
- Providing a more compelling and complete solution to improve the value offered by shared services
- Improved automation, making it easier to use and leading to improved acceptance and usage of the solution
- Standardised solution that reduces the need to take data offline
- Successful implementation of the solution alongside a continued shared service expansion
- Reducing the effort and cost of HCC's ability to support the improved financial planning solutions and processes



The Solution

Working in collaboration with HCC, Capgemini tailored and extended its template planning solution to meet the requirements of local government finance, which covered both revenue and capital elements. The template planning solution proved to be an excellent accelerator for the design and development of the solution as it allowed the use of a fit-gap approach. This approach helped to reduce the overall implementation timeline, effort, and cost, thereby enhancing HCC's return on investment.

The new SAP BPC solution comprises multiple planning models, a range of input templates, reports, and planning functions and calculations optimised to run on SAP HANA. Combined, these elements support HCC and its partners' key financial planning processes of budgeting, in year budget adjustments, and forecasting, both for revenue and capital planning. The solution also provides flexibility as it allows certain elements to be managed differently by HCC and each of its partners, in line with their individual requirements. In addition, a new planning cockpit feature was introduced which allows finance planning administrators to control the various processes for each Shared Services Partner, thus reducing the reliance on IT.

Usability was also a key consideration in the design and development of the solution. Moving to a web front end made the solution easier to access while also conforming to HCC's wider digital initiative around SAP user experience.

System administration and maintenance is more efficient with SAP BPC Embedded. Having the administrators cockpit allows us to be less reliant on our IT department, allowing my team to refocus on supporting the users of the system

Gemma Anderson
HCC Finance SME

The Result

Despite the challenges faced with running this project alongside onboarding three new organisations into the Shared Services Partnership, the SAP BPC solution was delivered on time, to budget, and without compromising on quality. This was a significant achievement, recognised internally by HCC's key stakeholders and the finance user community, and externally as the SAP BPC project was an SAP Quality Awards finalist.

The combination of usability improvements and the provision of a more comprehensive, simplified, and automated set of planning processes within SAP BPC has given HCC an improved solution that helps it drive efficiency and effectiveness benefits, for example bringing off system processes online. Additionally, the solution provides the required base to allow HCC and its partners to further push planning activities out to the budget holder community, which aligns to the Shared Services Partnership's goal of empowering managers and employees with more intuitive self-service solutions.

Transparency has been improved through the visibility in SAP BPC of granular HR and finance data from SAP ECC, allowing users to more readily highlight and address data inconsistencies and gaps, which in turn has driven a data cleansing process.

The Benefits

As a result of the SAP BPC Embedded Model implementation, HCC achieved/expects to achieve a number of benefits, such as:

- Improvements in usability, including reporting capabilities, and transparency
- Ease of service expansion through the use of web front end
- Reduced support and maintenance effort
- Process standardisation and compliance
- Improved data quality – reducing system time and effort
- Supports devolvement of financial accountability to budget holders

It's great being able to see exactly what's included in the budget and why it's been included. The drilldown functionality gives me the details of what is included and who entered it onto the system.

P&F User

HCC Operational Finance



A great improvement. It's a lot quicker to use, and updates immediately, giving more time to analyse and challenge the figures. It is also nice having everything in one place and not having to log in to BPC separately.

P&F User

HCC Operational Finance

The simplicity and automation provided by the solution means that the Finance function can finally be freed up to spend more time on value-adding activities that help us to drive our strategy within finance and across the whole sphere of the services we support.

Alison Chard

HCC Operational Finance Manager

The Collaborative Approach

A key to success was the “One Team” approach. Capgemini and HCC worked together seamlessly and pragmatically to deliver a high-quality solution, on time and to budget, despite the aggressive timeline. Re-launching SAP BPC on a new platform has revitalised the solution. It was imperative therefore that the implementation succeeded from both a technical and user engagement viewpoint.

The “One Team” approach extended beyond the core project team to the project governance board, which is comprised of representatives from finance, IT, and Capgemini.

 *It was clear to me straight away that this project was done with us...and not to us. Selecting the right team members to be on the project team was vital to this. As project sponsor, this gave me confidence that a high quality solution that met our needs would be delivered within the timescales set.*

Rob Carr

HCC Head of Finance and SAP BPC Project Sponsor

 *This project is viewed as a great success. It was apparent that we were working as one team from the outset with a shared common goal. The core project team especially worked well together and were highly skilled, motivated, enthusiastic, experienced, and knowledgeable – overall one of the best collaborative partner experiences I have had to date.*

Emma Townsend

HCC SAP BPC Project Manager

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

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About Hampshire County Council

Hampshire County Council (HCC) is one of the country's leading local authorities and is one of three local authorities in Hampshire that provide 'upper tier' services. It is bordered by Dorset to the west, Wiltshire to the north-west, Berkshire to the north, Surrey to the north-east, and West Sussex to the east. The southern boundary is the coastline of the English Channel and the Solent, facing the Isle of Wight. Hampshire is in the top ten of the largest counties by land area (covering approximately 1,400 square miles).

HCC serves a population of more than 1.3 million residents and has an annual budget of around £2.0 billion. HCC provides a wide range of services which make a difference to residents' lives daily, including education, transport, planning, social care, libraries, waste management and trading standards.

HCC works with other public sector organisations to share services, based on a common set of values through a public-public partnership. Collectively delivering greater efficiency and better value across the public sector, helping to protect frontline services whilst building resilience and capacity for the future. The partnership offers a range of services to other organisations i.e. Oxfordshire County Council, Hampshire Constabulary and Hampshire Fire and Rescue. In 2018, the Shared Services Partnership was extended to include London Borough of Hammersmith & Fulham, Westminster City Council and the Royal Borough of Kensington & Chelsea.

Further information is available at:
www.hants.gov.uk