

Case study



Purchase to Pay (P2P) Review

Redesigning processes to automate, simplify and enable savings through self service.

The Issue

Current ways of working were blocking introduction of quicker, more efficient self service

Purchase Orders were taking up to a month to be processed.

Perception of a bureaucratic process meant users were disengaged.

Lack of end to end process knowledge made it difficult to identify improvement opportunities, or move towards the new self-service model.

“This was a really good piece of work – the findings confirmed what we already knew, and gave us a clear way forward”

HMCTS Deputy Director Finance Systems



Challenges

Lack of clarity around the root causes of the delays.

- The central purchasing team retained power, control and visibility due to how the process had been designed.
- End users did not understand their roles and responsibilities.
- Staff were reluctant to move towards a "Self Service" model.
- Perception by Regions that any changes would likely result in greater workload for them.
- No holistic, objective view of end to end capability.



Our Solution

Insight gained from existing service provision enabled rapid progress.



We deployed consultants with deep knowledge of HMCTS organisation and operations



We engaged with stakeholders across HMCTS, MoJ and SSCL to document the underlying issues with the current P2P Process and potential migration to a 'Self Service' provision



A recommendations report mapped the As-Is, including issues and impacts; and a redesigned To-Be Process, including a GAP analysis, benefits, risks and actions for the next steps



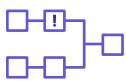
Advice was also given in preparation for the upcoming pilot scheme





Customer Benefits

Crystallising the opportunities for self service efficiencies.



The root causes of delays were identified, we redesigned the P2P client process, which eliminated 25% of the previous process steps



The Deputy Director with responsibility for P2P had significant confidence and commitment to take 'Self-Service' forward



Benefits identified including resource savings of c£170k



ROM costing for the implementation phase was provided, informing the business case and the next step of the programme plans

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