



MHR and Delt Shared Services

99.9%

first payroll accuracy

100%

accuracy for largest payroll

7,500

employees supported

90%

self-service adoption

30+

organisations supported with a payroll and pensions service

About Delt Shared Services

Delt Shared Services Ltd provides integrated support services to public sector organisations across the South West, helping them improve efficiency, resilience, and capacity for innovation. Operating across more than 250 service areas and 400+ locations, Delt employs over 300 staff and delivers managed payroll and pensions services using iTrent.

Supporting approximately 7,500 employees across more than 30 organisations, including local authorities, schools, academies and charities, Delt manages payroll processing, pension administration, statutory compliance, reporting, and employee and manager self-service.

Its shared services model combines payroll, pensions, and systems expertise to deliver consistent and scalable services across a diverse customer base.

The challenge: supporting complexity at scale

Delivering payroll and HR services through a bureau model requires balancing standardisation with the flexibility needed to support multiple organisations, each with unique requirements and processing timelines.

Delt's key challenges included:

- Managing complex payroll terms, conditions, and pension schemes
- Maintaining compliance during customer transformation programmes
- Keeping pace with evolving legislative and regulatory requirements
- Meeting increasing demand for accurate reporting and accessible data
- Addressing resource and skills pressures while supporting continued growth

The organisation needed a solution capable of supporting increasing complexity without compromising efficiency or service quality.

Returning to MHR

Delt had previously used iTrent before moving to an alternative provider in search of greater flexibility as its needs expanded.

However, the replacement solution struggled to accommodate the complexity of supporting multiple organisations with differing requirements. A more standardised approach resulted in increased manual workarounds for payroll processing, absence management, reporting, and pension administration.

These limitations introduced inefficiencies, increased administration, and raised the risk of errors.

When Delt returned to market, it sought a trusted partner capable of providing a scalable, flexible platform that could support continued growth while managing complex organisational requirements. Following a full review, Delt selected MHR and iTrent as the solution best aligned to its shared services model.

Working closely with MHR, Delt implemented iTrent through a carefully managed programme supported by strong stakeholder engagement and change management.

A comprehensive communications plan kept users informed throughout the project, explaining the reasons for change, expected benefits, and practical impacts for different user groups. Resources included FAQs, user guides, recorded training sessions, drop-in workshops, and targeted support where required.



The implementation team also adopted a structured countdown-to-go-live approach, helping organisations prepare employees and managers for the transition.

Although the go-live date was adjusted to ensure readiness, the project remained well supported by MHR's project team, helping Delt overcome challenges and maintain momentum throughout delivery.

The results

Since implementing iTrent, Delt has significantly improved the efficiency and accuracy of payroll and HR processes.

Complex occupational absence calculations and associated pay entitlements are now automated, eliminating the need for manual validation and multiple reporting checks. This has reduced payroll processing time while increasing confidence in payroll accuracy. One of the most significant achievements of the programme was a highly successful go-live, which delivered payroll on time with no impact on employee payments. The first payroll run achieved 99.9% accuracy, including 100% accuracy for Delt's largest customer payroll.

Employees and managers have responded positively to the platform, highlighting its ease of use and the efficiencies created through automated HR processes. The organisation has also benefited from a scalable solution capable of supporting future growth and changing customer requirements.

In addition, more than 7,000 employees were successfully transitioned to a self-service model from day one, representing a major step forward in employee experience and digital capability.

Responsive support

Delt has also benefited from MHR's Service Desk and MHR Assist services.

The Service Desk has provided timely support for day-to-day and high-priority issues, while MHR Assist helped configure Recruitment and Onboarding functionality for a key customer, ensuring critical implementation deadlines were met despite internal resource constraints.

Key benefits include:

- End-to-end digital recruitment and onboarding workflows
- Reduced administrative effort through automation
- Improved payroll and pensions accuracy
- Greater compliance confidence through Pension Data Services
- Improved data quality and consistency
- Increased capacity for higher-value strategic work
- Automation of complex payroll and pension calculations has significantly reduced manual intervention, while standardised processes have improved both efficiency and user experience.

Looking ahead

Over the next few years, Delt plans to continue expanding its customer base while improving operational efficiency and maintaining payroll accuracy levels above 99.8%.

The organisation is also exploring greater use of management information dashboards to support strategic workforce decision-making.

"Partnering with MHR has enabled us to simplify and modernise our processes, improve overall user experience and created a long-term relationship which allows us to continue with our growth plans using a scalable product."

Stu Hingson
Payroll & HR Systems Manager

