

Service Design Vision & Validate

People & Culture

Operating model framework

The KPMG operating model framework has six design layers. These design layers are used across the transformation programme for consistency and are referred to throughout the Vision & Validate work. The framework encourages a holistic approach that considers all aspects of an organisation's design.

Governance

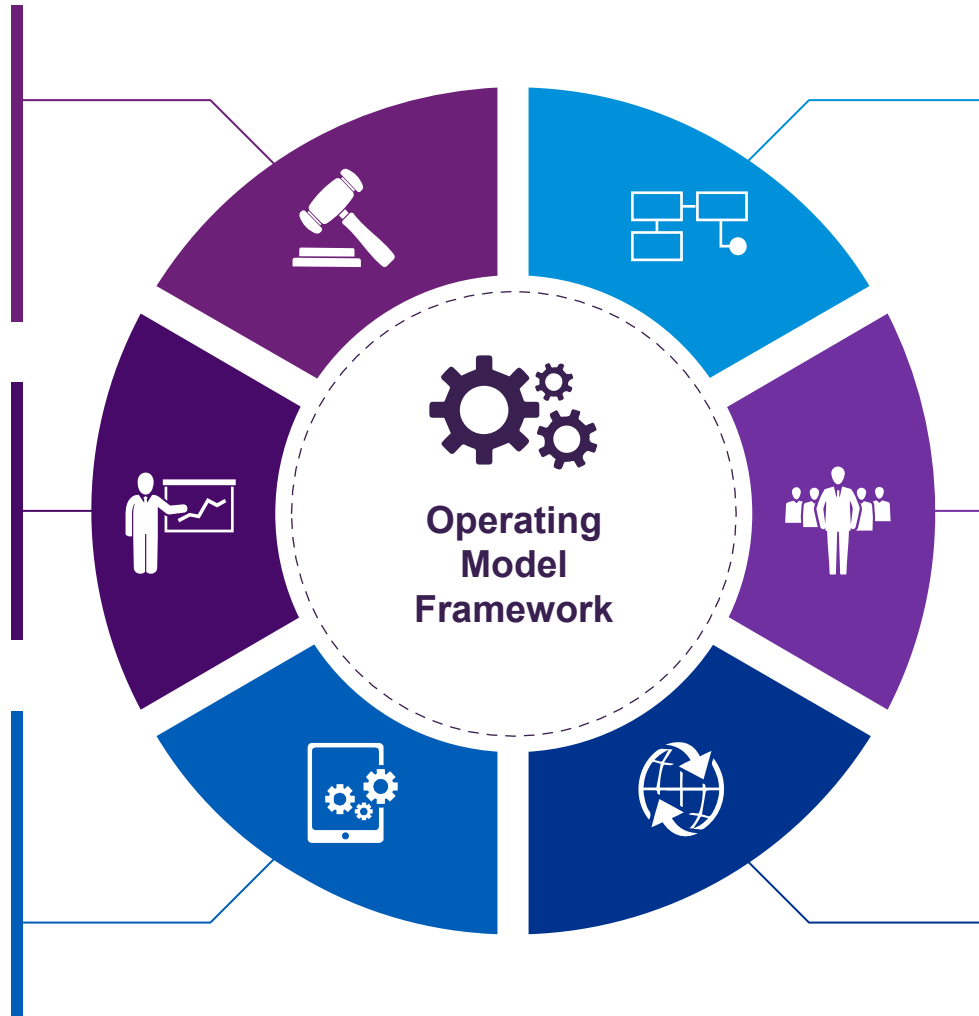
Identifies controls to mitigate risk of processing, financial and operational errors, and governance to manage data & processes.

Performance Insights & Data

Information requirements to drive key business insight and enhanced decision making, enabling reporting and analytics.

Technology

Systems, applications and functionality to support the organisation.



Functional Processes

How specific process steps link to functions or departments that perform each step and accompanying procedures.

People

Describes roles, responsibilities, skills and competencies required and support activities for each process area.

Service Delivery Model

Describes how HR services are delivered – what will get done and where?

Current vs Future State

Current State

- **Need for defined COEs** – strategy responsibility is distributed across the BPL and BPOs; HR teams are lean according to benchmarks with a significant administrative overheads; HR function perceived as operational due to capacity and lack of meaningful data, and consequently unable to fully utilise expertise to enable rapid development and delivery of strategic initiatives
- **Highly transactional** – HR activity is reactive to operational needs, with capacity for strategic initiatives limited by resource availability; there are limited self-service capabilities for managers/employees and a significant proportion of HR resource is consumed responding to transactional/operational queries
- **‘Double hatting’** – there is uncertainty around HR roles and responsibilities; certain HR roles are required to double-hat i.e. they have strategic responsibility for a specific process area and an organisational area of the Council; there are a significant number of HR activities happening informally both inside and outside the function; the team has insufficient capacity to meet the demands of the organisation
- **Fragmented activity in the business** – there is duplication of HR activity with some being performed outside of the central function; pockets of HR activity are hard to quantify as they are often spread among many individuals
- **Limited workforce shaping & experience** – capability for workforce shaping and experience exists in an informal capacity across the Council; there is a requirement to formally implement these roles to empower HR to become more future-focused; there is limited access to relevant data and insight to inform decision-making, identify trends, drive predictive analysis and support the development of strategic initiatives

Future State

- **Clearly defined COE** – FTE has been ‘right-sized’ based on APQC Benchmarks; Director role created to represent HR at all Director level forums including the Corporate Management Board, and will champion the overall People Strategy for BCP
- **Highly strategic** – the future HR Operating Model assumes the HR activities being performed from within Business Support will be performed by the HR Service Centre in the future
- **Clear roles & responsibilities** – the model provides clear role definitions (accountabilities and responsibilities) and segregation of duties between the HR Business Partners, Centre of Excellence (COE), Service Centre and Self Service
- **HR activity consolidated and aligned with Council-wide TOM** – HR activity being performed across the Council, defined as core HR activity performed by a single FTE over 70% of their time should be centralised within the HR function to deliver ‘economies of scale’ savings; this additional HR headcount identified will be redeployed into the function, leading to an enlarged team to support the implementation. HR function will later be streamlined further
- **Robust workforce shaping & experience** – introduction of ‘future focused’ HR capabilities allowing BCP to utilise data insights and trends to shape the workforce for the future

Service Design Roadmap (Example)

The table below sets out the key projects / activities that are required to implement the HR TOM. These are broken down by the 5 different components of the operating model and into short-term, medium-term and long-term timeboxes.

	Short-Term (0-12 months)	Medium-Term (1-2 years)	Long-Term (2+ years)
Service Delivery	Refresh of People & Culture service delivery model		Implementation of HR service centre model for delivery of HR transactional enabling services
People	✓ Creation of HR Director role	- Restructure of People & Culture service unit to align with new service delivery model - Consolidation of People & Culture roles/activity outside of People & Culture CoE	
Process	Embedding manager / employee self-service processes in Dynamics F&O		
Technology	✓ Implementation of Dynamics F&O core HR functionality ✓ Implementation of new Learning Management System (SkillGate) - Renegotiation / extension of contract with current payroll system provider (The Access Group) - Integration of Agency Worker System (Comensura) with Dynamics F&O - Integration of Learning Management System (SkillGate) with Dynamics F&O - Implementation of new Applicant Tracking System (TribePad), including integration with Dynamics F&O & enhancements to BCP Jobs web content	Implementation of Talent Enablement functionality within Dynamics F&O	Review of payroll IT system
Data	Development of core HR reports - establishment lists, org charts, absence dashboard		

Overall Status: Vision 8 validate work was completed during an earlier phase of the programme, but subsequently put on hold pending implementation of Dynamics F&O. This has now been refreshed in light of the current organisational context. The refresh includes a new structure for the People & Culture unit along with updated costings, and a growth bid has been submitted for 24/25 budget.

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