

Service Design Vision & Validate

People & Culture Appendix 1

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

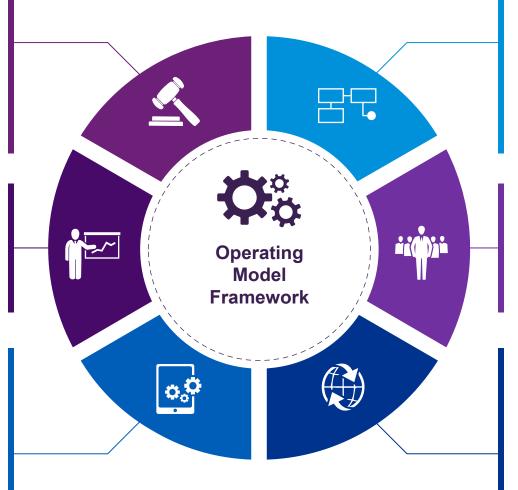
Identifies controls to mitigate risk of processing, financial and operational errors, and governance to manage data & processes.

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 teamhas insufficient capacity to meet the demands of the organisation
- Fragmentated 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

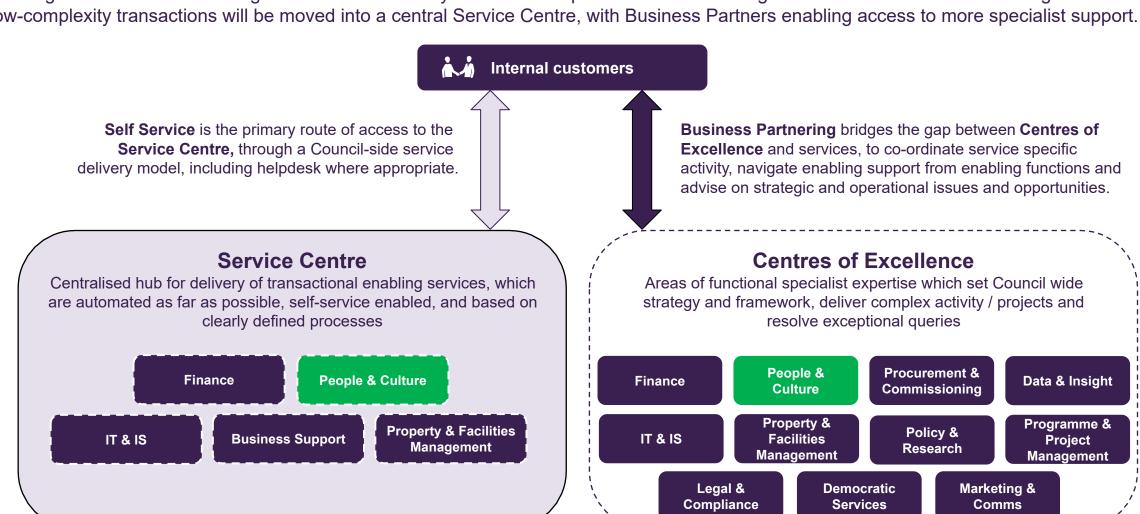
Future State

- 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

To-Be Service Delivery Model



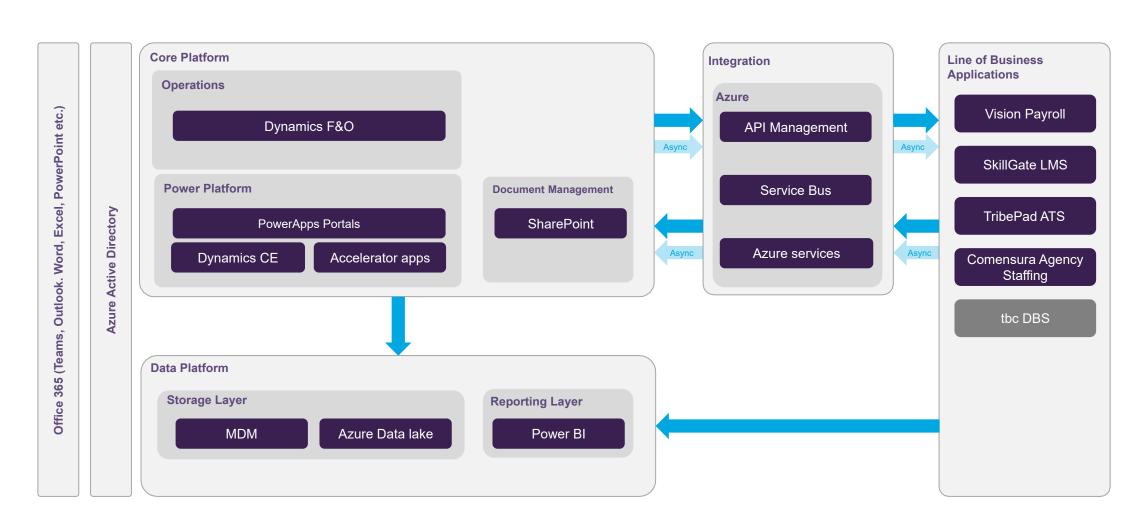
The diagram below shows the high-level service delivery model for People & Culture and is aligned with the model for all enabling functions. Low-complexity transactions will be moved into a central Service Centre, with Business Partners enabling access to more specialist support.



To-Be Technical Architecture



The diagram below shows the future systems architecture for People & Culture. The service Unit service will maximise functionality of Council-wide systems, whilst rationalising line of business applications.



Assumptions & Dependencies



The following table sets out any assumptions made during the design of the People & Culture TOM, and any dependencies that need to be met for the TOM to be successfully implemented.

Assumption / Dependency	Description	Confidence Level (RAG)
Organisational design implemented	 It is assumed that roles undertaking a significant proportion of HR activity will be consolidated into People & Culture It is assumed that additional investment will be made available to People & Culture functions in line with industry standards 	RED: Funding decision required
ERP system	There is a dependency on the Council-wide ERP system (Dynamics F&O) having been successfully implemented, and service areas making good use of manager/employee self-service capabilities	AMBER: The core Dynamics F&O platform has been implemented but is still in the process of 'bedding in'; manager/employee self-service is not currently available for colleagues without BCP devices; Talent Enablement capability within Dynamics F&O has yet to be implemented
Line of business applications	There is dependency on new line of business systems (specifically the LMS and ATS) having been successfully implemented and legacy systems switched off	GREEN : New LMS has been implemented although integration with Dynamics F&O is still in progress; contract for new ATS provider has been awarded and implementation underway
Data platform	There is a dependency on the new data platform being able to provide the data and insight required to support the People & Culture TOM	GREEN: Data platform is operational and data feed established from Dynamics F&O development of HR dashboard underway
Demand factors	 It is assumed that new terms & conditions will be agreed with Trade Unions through collective bargaining It is assumed that demand for HR services does not increase above current levels due to other factors outside of our immediate control 	GREEN : External factors may drive demand, but Customer Contact should reduce as a result of an increase in self-service and adoption of the whole Council operating model

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		

Service Design Plan (Example)



SERVICE DESIGN PLAN: PEOPLE & CULTURE

Overall Status: Vision & 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 being 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 242/5 but one.

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					-		2023/24									2024/25				
PROJECT / ACTIVITY	LEAD	PROGRESS	S/M/L	RAG	STATUS	Apr	May J	ın Jul	Aug			Deo J	an Feb	Mar .	Apr Ma	y Jun	Jul Au	g Sep O		
Service Belivery					-															
Refresh of People & Culture service delivery model	Sarah Ray-Deane	80%	SHORT	G	Previous delivery model has being revised and recosted - growth bid submitted			Т	\Box									\top		
Implementation of service centre model for delivery of HR transactionallenabling services	Tracy Crawford	0%	LONG	NS	Not started - longer-term ambition and not likely to be progressed until 24/25															
⁾ eople					100															
Creation of HR Director role	Sarah Ray-Deane	100%	COMPLETE	С	Complete				\Box									\Box		
Restructure of People & Culture service unit to align with new service delivery model	Sarah Ray-Deane	0%	MEDIUM	NS	Not started - pending outcome of growth bid for implementation of new service delivery model (line 6)	•														
Consolidation of People & Culture roles/activity outside of People & Culture CoE	Sarah Ray-Deane	0%	MEDIUM	R	HoS role being appointed to to support transition of workforce development roles from ASCIC hildren's into People & Culture; red status reflects challenges with progressing at pace due to amount of additional reasous									П						
rocess																				
Embedding manager / employee self-service processes in Dynamics F&O	Tracy Crawford	60%	SHORT	А	New F&O arrangements continuing to bed-in under BAU support arrangements; HR tasks for managers session held on 15-Aug		\Box	Т	П									\Box		
echnology																				
Implementation of Dynamics F&O core HR functionality	Tracy Crawford / Strephon Swemmer	100%	COMPLETE	С	Complete															
Implementation of nev Learning Management System (SkillGate)	Sophie Rowson	100%	COMPLETE	С	Complete															
Renegotiation / extension of contract with current payroll system provider (The Access Group)	Tracy Crawford	30%	SHORT	G	Met with supplier 30-Aug to discuss future requirements; indicative proposaliprioing received and now under review															
Integration of Agency Worker System (Comensural with Dynamics F80	Strephon Svemmer	70%	SHORT	А	Development of integration components completed - testing/validation of output files underway															
Integration of Learning Management System (SkillGate) with Dynamics F&O	Sophie Rowson	600	SHORT	А	Specification agreed and now with IT Development Team															
Implementation of Talent Enablement functionality within Dynamics F8:0	Sophie Rowson	10%	MEDIUM	G	Collation / preparation of competencies data is underway; social worker roles being used as proof of concept															
Implementation of nev Applicant Tracking System (TribePad), including integration with Dynamics F&O & enhancements to BCP Jobs web content	Strephon Svemmer	10%	SHORT	G	Delivery now underway - phase 1 (core functionality) on track for go live in mid Oct, phase 2 (enhanced functionality) planned for end Dec; phase 3 (futher enhancements) planned for 2024															
Review of payroll IT system	Tracy Crawford	0%	SHORT	NS	Not started															
Data																				
Development of core HR reports - establishment lists, org charts, absence dashboard	Jo Pavey	60%	SHORT	G	All priority reports now developed and out for review; CMB demo planned for 5-Aug															