

People Services Transformation Programme

Update to Resources O&S Committee

7 October 2021



Building the People Services Target Operating Model

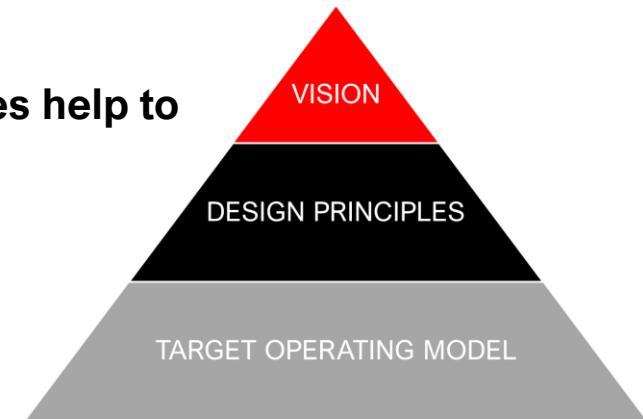
The vision for People Services sets the direction of travel for the team and design principles help to frame the Target Operating Model.

Our vision for a best in class service:

We **empower** our people by proactively providing the insight they need

We are a **trusted** partner, enabling the Council to deliver its priorities

We are **committed** to enabling all of our diverse talent to flourish



Design Principles:

Performance insights & data



We **proactively provide insight** and enable our customers to **make decisions** based on accurate and timely data

Culture and values



We are **collaborative** and **inclusive**; we value and support all team members and **recognise their contribution**

Skills and development



We enable our colleagues to achieve their aspirations through **promoting a learning culture** and establishing **clear career pathways**

Customer experience



We provide a **consistent professional and efficient customer experience**, working as a **trusted partner** to the business

Processes and controls



Our processes are **simple, consistent, adaptable** and **compliant** using **automation** wherever appropriate

Service delivery model



We are part of an **integrated support services offer**, working **flexibly and proactively** in order to **anticipate** and **shape** the demands of our customers

Innovation & continuous improvement



We **empower** our people to be **innovative** and strive for leading practice through **continuous improvement**

Technology



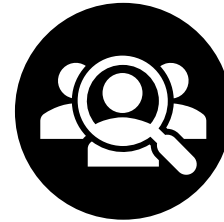
We use **technology** and systems to automate where appropriate and drive an **integrated and intuitive** customer experience

Case for Change – Key Drivers



For our people

It is the right thing to now invest in our people and our systems to improve what we do and how we do it. Personal development benefits the council, our customers and our people.



For our employees

We are a customer orientated function and want to reshape and align ourselves to ensure our customers receive a best in class and best value service.



For 'best in class'






We need to move toward best practice, such as being an embedded strategic partner to the business.







For value for money

We need to modernise ourselves for the challenges of tomorrow and meet the people challenges of today.

The challenge today, and what will change

	HR&OD today	People Services target state
 Lucy: HR Business Manager	"I am frustrated by the lack of insight available from the HR system, and we don't always fully understand the needs of the business so we may prefer to answer their request quickly rather than spending the time to understand their needs and provide insight."	Access to fully integrated data and insight will mean that Lucy can access and utilise live data . Data will be translated into something meaningful, using tools and dashboards to add value to Lucy's work with her customers.
 Reena: HR Services Officer	"We need streamlined HR policies and procedures that are sufficiently detailed and not so many roles / steps required."	Reena will have easy access to revised simplified clear policies , systems, and processes, with employees are at the heart , to improve their experience and engagement with the Council.
 Sam: Social Worker	"When I want to contact someone in HR, I'm not sure of the correct process or who to contact . The point of contact is inconsistent which is not helpful. The systems are archaic, bureaucratic and inefficient ."	A customer focussed 'My HR' tool for Sam to seek simple clear information at any time will help him, as well as a clear route to the HR Helpdesk , with a resolution team to support answering more tricky questions. Saving time, driving policy compliance and supporting our employees.
 Kris: Finance Business Partner	"I cannot get a consolidated view across budget and the establishment in HR . There are so many systems to 'patch' together for the monthly reporting and forecasting as we cannot get a single version of the truth"	Fully integrated Oracle reporting will give Kris the visibility he needs to run ad hoc and consolidated reports. Consistent Workforce Planning , across each directorate, will enable accurate forecasting and support talent management, including clear resourcing plans.
 Carla: Neighbourhood Operations Manager	"I need a more strategic service that appreciates the context and has time to understand and provide a long term solution. They are too distanced from my day to day operations "	Carla's directorate will have a dedicated trusted People Partner to support her with people plans and mitigation of people risks and issues to enable her directorate to deliver its priorities.

The programme will deliver incremental benefits across HR&OD Metrics

Metric	How to target improvements	BCC Today	BCC Target	Leading Practice*
For our employees Internal customer perception of HR&OD Service 	A selection of key internal customers were asked how they would rate the quality of service HR provides to the business (on a 5 point rating in Feb 2021). Implementation of the Service Delivery Model (Service Centre, Centres of Excellence and People Partners) together with an increase of core staffing on permanent contracts will provide a resilient optimum service and lead to enhanced customer satisfaction.	2.3	4.0	5.0
For best in class HR&OD Service Maturity 	The KPMG HR Maturity Assessment Tool is designed around the six target operating model elements, and provides a framework to understand the current position, as well as an aspirational position on the impact of the HR &OD function. KPMG rate World Class as 5 and current self assessment rating is 2.4 with an aspiration to achieve 4.3 across the 6 elements.	2.4	4.3	5.0
For our people HR&OD development and career pathways 	Implementation of a People Services competency framework with career pathways and development interventions identified – including apprenticeships at Level 3 to Level 7. All staff to have a Personal Development Plan in place.	20%	100%	100%
For value for money Workforce Strategy 	Revise the Workforce Strategy 2022+ to support the delivery of the council's priorities. The overarching council strategy to be underpinned by directorate workforce strategies and plans.	Council level only	100%	100%

Notes:

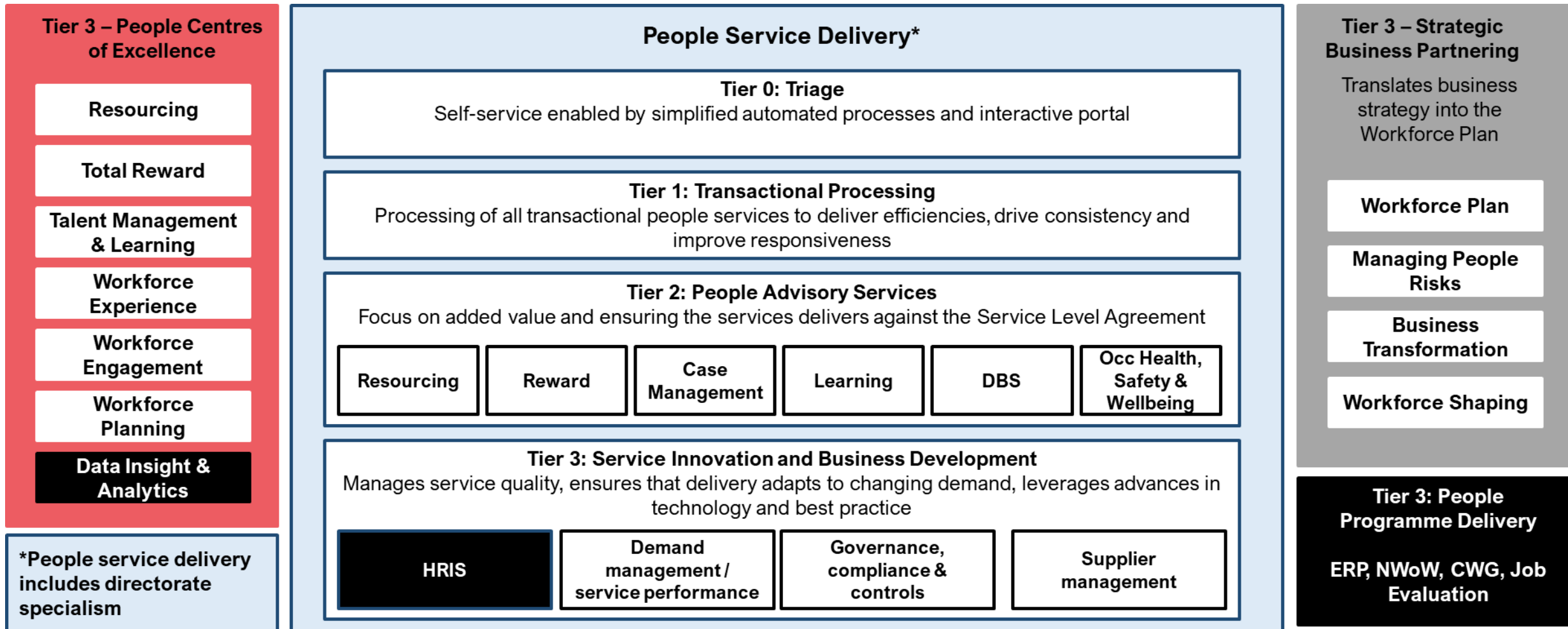
- The ambition is to achieve leading practice for all metrics once the TOM and Oracle are fully embedded c.5 years- BCC targets are shown as stepping-stones to monitor progress
- As-is figures for maturity and customer perception have been calculated using KPMG data

Key outcomes

- Assistant Director roles to provide leadership, direction and influence
- Greater accountability and control in one unified People Services team
- Increased focus and investment in Business Partnering, creating an improved strategic relationship with customers
- Reduction in process duplication by creating centralised Centres of Excellence and a Service Delivery Centre, driving standardisation, consistency and efficiency
- Increased oversight of strategic workforce strategy and workforce planning
- Best in class people strategies – reward, recruitment, learning and development, employee experience
- Clearer career pathways, helping to attract and retain talent
- Develop new capabilities in analytics and strategic value add services
- Embrace modern technologies to drive process efficiency, hybrid working and automation
- Achieving external accreditation - CIPD's 'People Development Partner' status
- Ultimately increasing productivity and capability in the workforce to deliver a great service to our citizens and setting an example of a great place to work for the city of Birmingham

Proposed future state – Service Delivery Model

Tiers of service delivery, as set out below, illustrate where transactional versus more strategic activities will take place across People Services. Triage (tier 0), transactional processing (tier 1) and advisory (tier 2) all take place within the People Services Delivery Team. The other 3 groups deliver at tier 3 only.

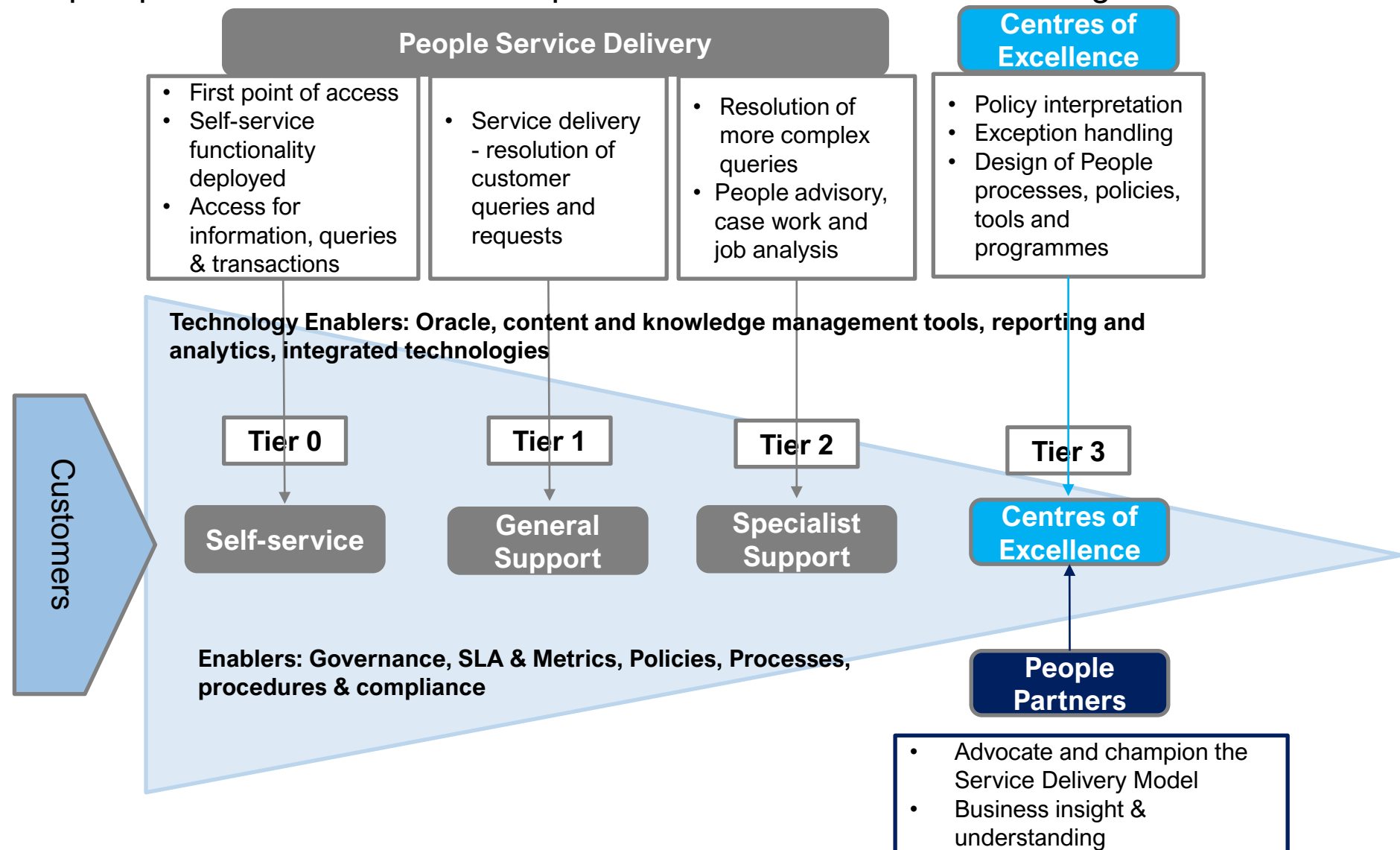


A tiered approach

The Service Delivery Model (SDM) outlines the way in which people services will be provided to the council, from an end to end customer perspective. The illustration depicts how work is distributed through the different tiers within the model.

The SDM visually depicts the major building blocks and interactions to provide the guiding structure for how services are delivered to the different customer segments. The SDM focuses on:

- Simplicity, consistency and connected services with clear ownership
- Utilising a tiered approach to managing enquiries
- Considering everyone who receives people services to providing clear structures and roles for service delivery



High-level timeline

- **Phase One: Establish People Services, to March 2022**
 - Moving to the new organisation design, including establishing Centres of Excellence, the service delivery centre and new People Partner roles
- **Phase Two: Transitioning to Oracle ERP, April 2022 – March 2023**
 - The transition to the Oracle ERP implementation enables us to deliver more automated and efficient processes configured to enhance customer experience
- **Phase Three: High Value Services, April 2023 – ongoing**
 - We ensure we are getting the best out of our model and the Oracle system. Service standards will be published, and leading practice service management will be established. With our operating model in place we will prioritise building and maintaining a culture of innovation and continuous improvement.

ANY QUESTIONS?

