Target Operating Model

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Version Control

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21/08/2024	Sara Cretney Rachael Dixon Ryszard Rusinek	4.0

From the Chief Executive of the Council

I'm excited to share our Target Operating Model (TOM) for Somerset Council. This isn't just another plan—it's the description of our future council, our culture and our ways of working. The TOM aims to describe how we're going to work, innovate, challenge ourselves, and keep improving to achieve our organisational strategic goals. It takes the principles and ambitions our councillors have set and allows us to bring them into being.

Personally, until now I have struggled with what Target Operating Models are for. In a public sector organisation where we are trying, through the Council Vision and objectives, to improve lives and help communities I've not been clear why we need a TOM as well. However, working through this process and talking to colleagues who really value Target Operating Models and having them explain how ours will help, has helped me understand what our TOM is all about.

It's about outlining at a very high level the principles that are the building blocks of our organisation. In any given situation by using our TOM as a guide, we can work out what solutions or actions are more in line with the organisation we want to be – as laid out in our TOM – and which aren't. If we were building an organisation from scratch all the pieces are in our TOM. Effectively it's the picture on the front of the Somerset Council jigsaw box.

To bring the TOM to life, we all need to think about the changes we might need to make—as individuals, as teams, and as an organisation. Our organisation includes everyone at Somerset Council from frontline to members and leaders. We all need to be working as one team, striving for excellence and building belonging. The TOM is a guide that challenges us to rethink the way we've always done things and encourages a culture of continuous learning and improvement.

Let's take this journey together, keeping the TOM at the heart of everything we do, as we work towards a brighter, more successful future for Somerset, the place, the people and our communities.

"Take a step, learn more, take the next step, learn again..."

Duncan Sharkey – Chief Executive

What is our Target Operating Model

Our TOM (Target Operating Model) sets out how we will challenge ourselves to deliver our vision and priorities across five thematic areas: governance and decision making, people and skills, digital and technology, service and process design, and data and insight.

Our Design Principles and Values and Behaviours have been used to design the TOM and are all intrinsically linked throughout the themes.

The TOM provides a framework for what our future organisation will look and feel like; if we want to make a change, we can use the Target Operating Model to challenge our thoughts and ideas to ensure we are moving towards our vision and not away from it.

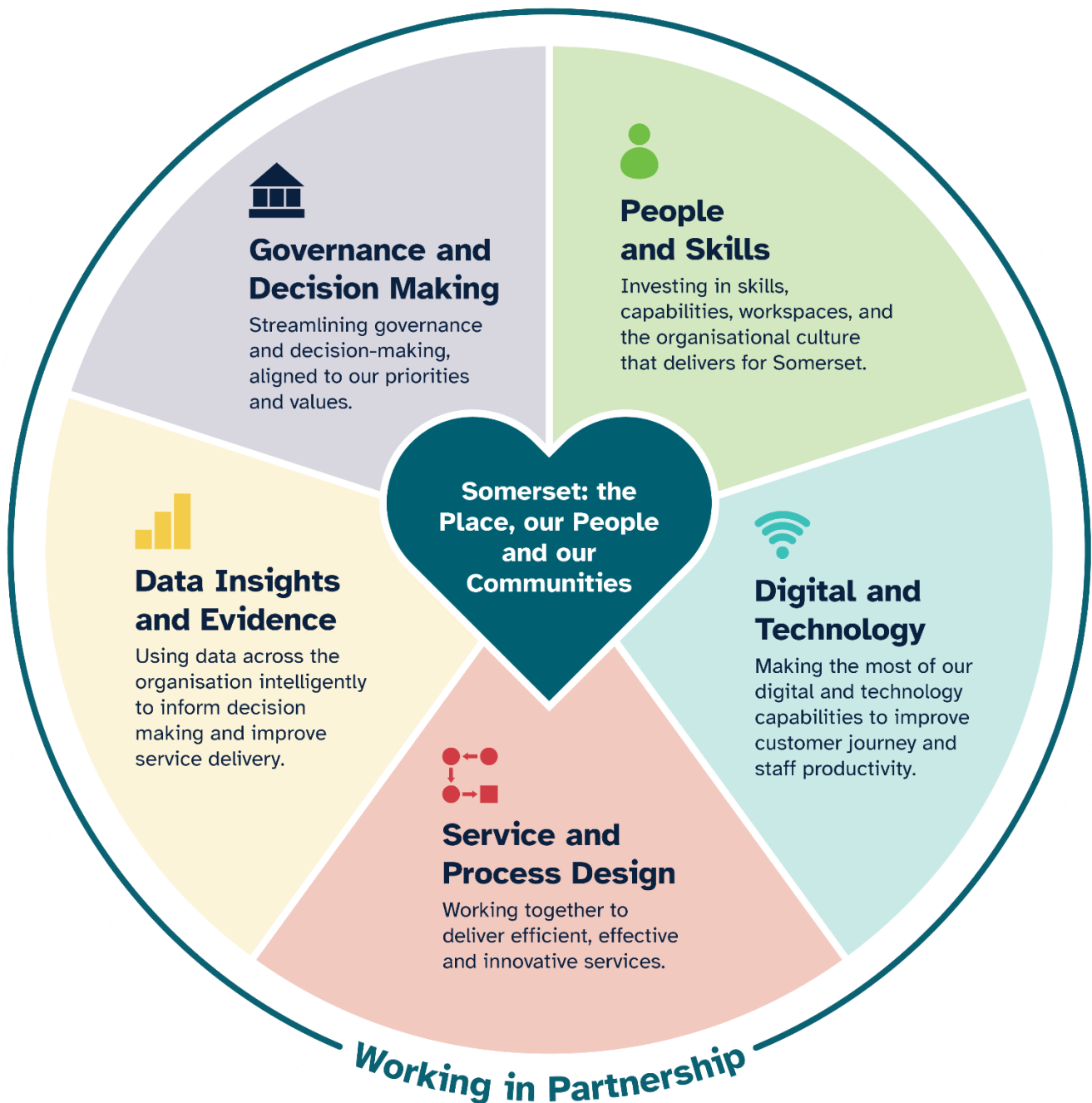In everything we do from this point on, we will challenge the way we have always done it.

Our TOM is deliberately aspirational and not service specific to enable it to be used widely across the organisation. We will know we have delivered when these statements are no longer aspirational but true.

The current financial reality means that we need to significantly accelerate the pace and broaden the scale of our transformation. We need to radically rethink the way we work, the services we deliver, and the capabilities and competences that we will need to run our Council.

We are embarking on a fundamental redesign of our council. As we continue to learn and evolve, we will need to review, refine, and adapt as we go.

Target Operating Model: Five Themes – One Heart

Our Target Operating Model (TOM) sets out how we will work together as one organisation and with others, keeping Somerset; the place, the people, and the communities at the heart of all we do.

Governance and Decision Making
Streamlining governance and decision-making, aligned to our priorities and values.

People and Skills
Investing in skills, capabilities, workspaces, and the organisational culture that delivers for Somerset.

Somerset: the Place, our People and our Communities

Data Insights and Evidence
Using data across the organisation intelligently to inform decision making and improve service delivery.

Digital and Technology
Making the most of our digital and technology capabilities to improve customer journey and staff productivity.

Service and Process Design
Working together to deliver efficient, effective and innovative services.

Working in Partnership

A heart icon (♥) will be used throughout this document to signify the actions with a particular emphasis on directly changing the way we interact with or will be improving the outcomes for Somerset, the place, the people, and the communities.

People and Skills

Investing in skills, capabilities, workspaces, and the organisational culture that deliver for Somerset.

- Our **People Strategy** will enable and create a smaller, flexible workforce that collaborates and innovates together, working closely with key partners and communities to deliver our shared priorities and outcomes.

- Our approach to **Performance Management** will focus on helping people understand their role and how they contribute to delivering our vision and priorities.

- Our teams will focus on **delivering better outcomes** for the people and communities of Somerset, working alongside our frontline staff and in places where the community meets, rather than where it is most convenient for us to work.

- Our workforce pay, rewards, recruitment and retention practices will help us **recruit, develop and retain** the right people.

- Our buildings and spaces we share with partners will be inclusive, efficient, low carbon and multi-use, allowing us to collaborate effectively and provide customers with access to the services they need.

- Our Values will be part of everything we do.

Digital and Technology

Making the most of our digital and technology capabilities to improve customers' journeys and staff productivity.

- Our digital experience and processes will help our staff and customers to **access services and support 24/7,** at a time and in a way that suits them.

- Our systems and digital tools will be **consolidated** across services to provide an improved, consistent customer journey and enable data sharing. They will be **adaptable** to allow for further development.

- Our digital services and technology will be **accessible**, with support and training provided to those who need it. We will ensure that nobody is left behind as we put a greater emphasis on digital ways of working.

- Our **development of digital services, smart solutions, and connectivity** across Somerset will be enabled by, and supported by, close partner working.

- Our cyber threat defence and awareness will **protect and safeguard customer data** without hindering productivity or innovation.
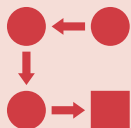
Service and Process Design

Working together to deliver efficient, effective, and innovative services.

- Our **Service and Process Design approach** will focus on moving us forward as one towards our shared vision and priorities. We will reduce, remove and end siloed working across the organisation and with others.

- Our design will put the people and communities at the heart of what we do. Focussing on **prevention to reduce demand**, we will **enable, prioritise and promote** the use of **self-service and automation.**

- Our approach to **improvement, transformation,** and **change** will be to use **agile and iterative** ways of working. We will ensure the **right information is captured and analysed** to inform confident decision making for change across the organisation.

- Our **Locality Working Model** will support and deliver local access to services bringing the help closer to the homes of those that need it, ensuring nobody is left behind on our journey to becoming more digital. We will become more closely connected and work together with those around us, whether it is customers, partners, or organisations, to enable us to deliver improved access and better outcomes for Somerset.

- Our services and processes will be **co-designed with active involvement from customers, staff and businesses** who know and use the service. We will draw on the right expertise at the right time during the design process, ensuring that our skills and capabilities are managed across the organisation to deliver the level of change needed.

- Our membership of the **Integrated Care System (ICS)** in Somerset will help bring local organisations together to improve residents' health, set common goals, and find new ways to provide care. We will use our leadership, knowledge and influence to help the ICS to bring about the change. This collaboration will inform how we can work better together to serve our people and communities more effectively across the organisation.

Data Insights and Evidence

Using data across the organisation intelligently to inform decision making and improve service delivery.

- ♥ • Our approach will be to **capture data and information once, automatically** wherever possible. We will **share and use our data across services** where it will provide the customer and our services with a more joined-up experience.

- ♥ • Our systems, tools, and ways of working enable us to **target early help** to the people and communities that need it most, to reduce demand on services and ensure the most vulnerable get the help they need sooner.

- ♥ • Our **Locality Working Model** will ensure we are able to collaborate with key partners, businesses, and community organisations to share **data and insights between us** where it enables enhanced service delivery for the people and communities of Somerset.

- ♥ • Our residents, communities, businesses, Members, and parish councils know their specific areas of Somerset best. By combining this local insight with our data and expertise, and aligning it with our vision and priorities, we can **make well-informed decisions**.

- • Our approach to **data management** and usage is honest, safe, and supported by a diverse range of real-world perspectives, experiences, and professional insights to mitigate bias.

- • Our **performance data** will be transparent, accurate, and automated, ensuring that everyone, both internally and externally, is informed and confident about how we are performing. This applies to delivering against our individual service standards and goals as well as our organisational vision and priorities at any one time.
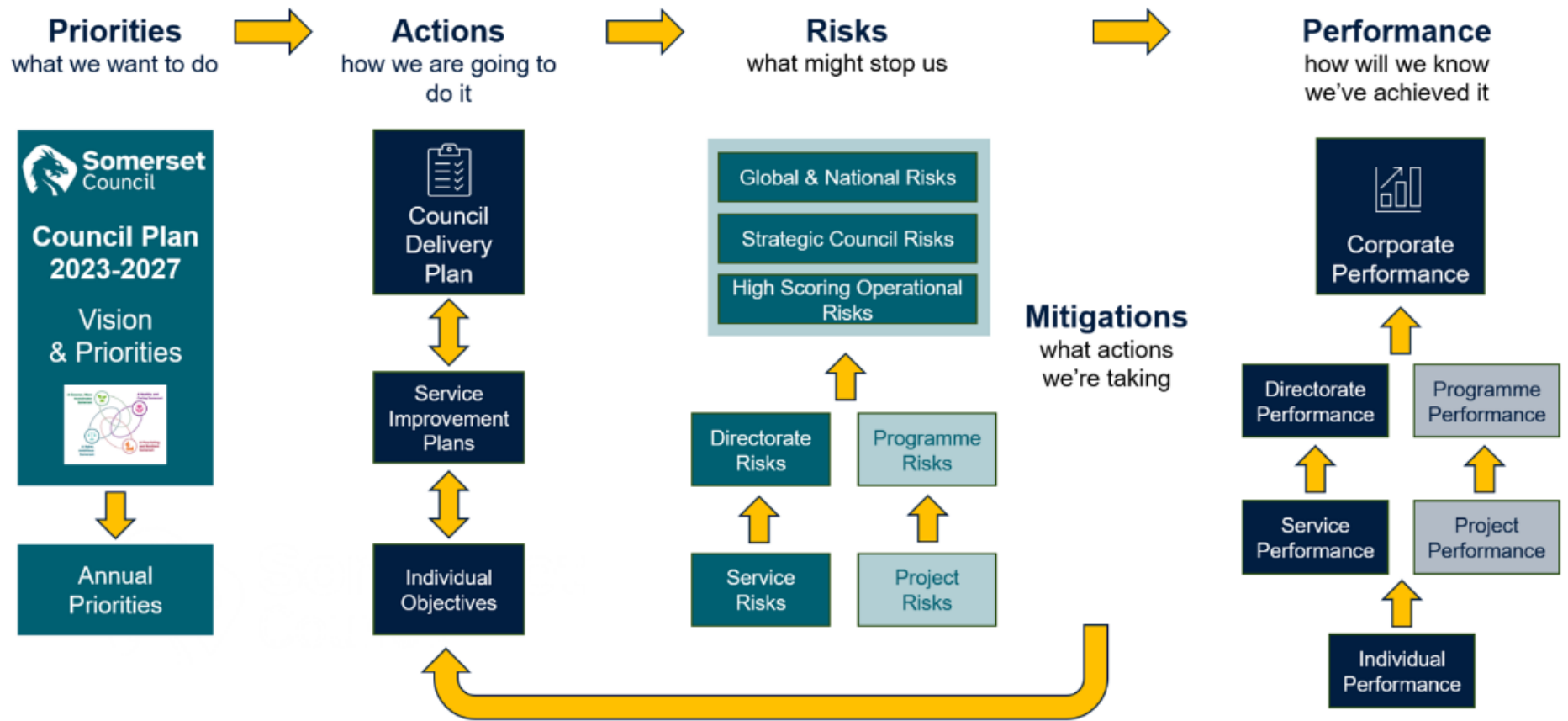
Governance and Decision Making

Streamlining governance and decision-making processes, aligned to our priorities and our values.

- Our **Golden Thread** (following page) sets out what we want to deliver in our priorities, the actions we will take, what risks might get in the way and how we will know we have delivered.

- Our **Governance framework and assurance** will provide clarity of roles and responsibilities leading to individual accountability and empowerment to make transparent, well-informed, and prompt decisions.

- Our approach to **risk management** is to be risk-aware, but not overly risk-averse, and to proactively manage our risks to protect our organisation and the people and communities of Somerset.

- Our boards and meetings will be as succinct as possible and have a **clear purpose and remit** – if they do not, we will not hold them.

- Our **priorities** and **decisions** will be based on **data** and **insights**. This may mean that sometimes we may need to make tough and unpopular decisions or when we say yes to something we may need to say no to something else. However, when we do, we will be open and honest and can evidence why.

- Our Governance and Decision-Making **processes** will support transparent, well-informed, and prompt decision making and will enable agile and iterative delivery across the organisation.

Golden Thread

Priorities
what we want to do

Actions
how we are going to do it

Risks
what might stop us

Performance
how will we know we've achieved it

Somerset Council

Council Plan 2023-2027
Vision & Priorities

Annual Priorities

Council Delivery Plan

Service Improvement Plans

Individual Objectives

Global & National Risks

Strategic Council Risks

High Scoring Operational Risks

Mitigations
what actions we're taking

Directorate Risks

Programme Risks

Service Risks

Project Risks

Corporate Performance

Directorate Performance

Programme Performance

Service Performance

Project Performance

Individual Performance

Underpinned by our Values and Behaviours and Target Operating Model

Appendix 1 – Our Measures of Success

The following performance measures will help us understand the impact of our new TOM, these will develop and evolve over time.

How will we know we have succeeded?

- **Our people and communities will say…**
  "Somerset Council listens to me, collaborates with me to improve my access to services in the way I want to access them. I feel supported by my local council and can see that my county is flourishing."

  Our employees will say…
  "I am proud to work for Somerset Council. I agree that the organisation has a strong sense of vision and stands by its values."

  Our partners will say…
  "We are now more aligned and connected, sharing data and insights, and working together to meet shared goals and face shared challenges improving access to key services across Somerset."

Governance and Decision-Making

- Fewer internal committees, boards, and formal meetings
- All committees, boards, and formal meetings have a clear scope and terms of references with identified membership
- Reduced number of management layers

People and Skills

- Staff agree with the statement "The work I do makes a real difference to the residents of Somerset and to my work colleagues."
- Staff agree with the statement "My manager encourages me and my colleagues to be flexible about when and where we work and to use space and technology creatively."
- Staff agree with the statement "I am able to make improvements happen in my area of work."
- Reduce the overall wage costs of authority by £40M

Digital and Technology

- Fewer systems and associated costs
- Increased pass marks in the Cyber Assessment Framework
- All staff complete the Cyber Awareness Training
- AI (Artificial Intelligence) is adopted widely with increased efficiencies measurable by time and cost reductions per process

- Our website is 100% compliant with the Web Content Accessibility Guidelines 2.2 at least at level AA
- All services are fully aligned on the website with no district picker where one is not needed (sometimes where a person lives will be part of the process to direct them to the help they need if it is not Somerset Council)
- The use of microsites to deliver services is reduced where they do not add value
- Maintaining Search Engine Optimisation for our highest traffic services and optimising the search results

Data Insights and Evidence

- Provision of a single data platform to meet the goals within the TOM outlined above
- Improve our scores in the Data Maturity Assessment around data engineering and data insights reporting
- Increase our usage of Data Partnerships and Information Sharing Agreements where it makes sense to do – evidence the benefit of doing so we are measuring quality of data sharing not quantity
- Increase in the number of Services who have access to and use Performance metrics in decision making
- Visible performance dashboard on website which is linked to Service Standards
- Reduction in processes which have manual data collection in favour of automatically collected data

Service and Process Design

- We will aim for 80% of our transactional contact to be handled by Digital Self-Serve, with more supported to be able to use Digital, with 20% or less remaining as face to face and telephony where it adds value to do so
- Reduced footfall at Customer Service Points
- Reduced demand reaching the services due to a greater, more efficient digital offering
- Removal of unnecessary or outdated processes where we find them
- Increase in processes that are digitised offering self-serve for Customers and Staff
- Fewer e-mails to customer service/administrative and general mailbox(s) directing to digital processes that deliver the outcome of the query instead
- Increase the use of automated payment methods
- Improved User Experience

Appendix 2 - Our Design Principles

Our Organisation Design principles agreed in December 2023 were used to create the Target Operating Model to ensure that they complement and build on one another. The Design Principles can be intrinsically linked through the Target Operating Model within each theme.

Flexible and Agile
A council that is flexible and agile which will:
- be clear on accountability and responsibility, reducing the need for complex systems of governance, streamlining decision making and reporting processes.
- empower our people to be directly accountable for the delivery of outcomes, reducing the management overhead associated with the operation of our Council.
- create clear and flexible roles and functions, working across the council rather than in silos.
- build new capabilities and competences that enable and facilitate the whole of the organisation to change - and keep changing - so that we can continuously innovate at speed and scale rather than wrapping change in bureaucratic process, governance, and procedures.
- use agile, iterative, and dynamic approaches to improvement, transformation, and change, delivering outcomes at a much swifter pace than current processes, practices and policies allow.

Smaller and Leaner
A smaller and leaner council which will:
- design out repetition and duplication — eliminating duplication of roles and functions across the council. We will redesign how our business is supported requiring less staff to administer what we do in our back office.
- have the right mix of deep expertise and cross-functional generalists — it may be better to outsource some skills that may have traditionally been handled in house.
- focus on further developing integrating health and social care to support collaboration, personalisation, and early intervention, to increase independence and wellbeing.
- focus our direct engagement with the public on those services that support the most vulnerable members of our community, enabling information regarding all other service delivery to be available at a time convenient to those who wish to access it.

Data Driven and Digitally Enabled
A data driven and digitally enabled council which will:
- use data to power every part of the council's business, protecting it, and exploiting it, to make worthwhile investment decisions, improve our services and maintain public trust.
- optimise use of digital technology and Artificial Intelligence — reducing the number of staff required to run our services, processes, projects, and governance.
- promote a digital culture for collaboration and innovation, working with the many organisations and agencies that serve Somerset to increase smart solutions, infrastructure, and connectivity.
- provide a joined up digital experience for customers as they access council services.

Sustainable and Resilient Council

A sustainable and resilient council which will:

- enable partners and other third parties to operate functions and services that are better delivered by others because of their knowledge and expertise.
- balance investment and savings and measure our impact to inform investment decisions.
- prioritise listening and learning to improve service delivery.
- continue to tackle the climate and ecological emergency to the extent possible given our financial constraints.

Local, Connected, and Inclusive

A council that is local, connected, and inclusive which will:

- develop and facilitate our Local Community Networks so that they can set their own priorities, determine local action plans and act upon them.
- work with our partners so that we can collaborate to support our communities to access advice, guidance and, where necessary services, across the public sector and voluntary sectors in Somerset.
- make equality, diversity, and inclusion the lens through which all decisions are taken. We will include it at an early stage — not as a thing to do "later".
- ensure that our workforce understands the places and people they support without the need for physical assets to demonstrate our connection to communities.
- have fewer people, but with a wide range of knowledge and skills so that the best response from the most appropriate service or partner is deployed.
- prioritise digital inclusion - improving skills, access and confidence for our staff and customers.
- ensure that our business community has a strong voice and, that we work with them to deliver green growth.
- design our services with various situations, contexts, and preferences in mind, and provide multiple ways for our community to access, understand, and interact with our services.

Appendix 3 – Our Values and Behaviours for the Organisation

Our Organisation Values and Behaviours were used to create the Target Operating Model to ensure that they complement and build on one another. The Values and Behaviours can be intrinsically linked through the Target Operating Model within each theme. The detailed version of the Values and Behaviours for our Organisation can be found below. There is more information on these available on the intranet. Please note these were not created by the authors of this document.

Work as one team:
- Honesty and openness.
- Keeping our promises and doing what we say we are going to do.
- Taking time to build connections and relationships.
- Giving others a voice and listening to their views.
- Delivering our vision and priorities together.
- Taking pride in our team, our Council, and our county.

Strive for excellence:
- Challenging when things are not right.
- Learning from our mistakes and celebrating successes and achievements together.
- Looking beyond how things have always been done to find new and innovative ways of working.
- Inviting challenge and valuing different perspectives.
- Taking ownership especially if we are the only ones there.
- Problem solving, finding creative solutions, and taking good risks.

Build belonging:
- Creating a culture where everyone feels they belong.
- Treating each other with dignity, respect, and kindness.
- Challenging discrimination and prejudice.
- Staying open-minded, curious, and non-judgemental.
- Celebrating our individuality and differences.
- Showing compassion and empathy with each other, our partners, and our customers.