



**Somerset
Council**

Member Briefing Pack

Target Operating Model

DATE: 22 August, 2024

Introduction

This document provides you with the key information about the Target Operating Model (TOM) for Somerset Council.

There is a short Introduction video available to support our TOM which can be seen by clicking on the image below:



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What is our Target Operating Model?

We created our TOM using the Vision and the Priorities from the Council Plan as our starting point – **see Appendix 1**.

We also used the Design Principles, which were agreed at Executive in December 2023, and the Values & Behaviours for the organisation which were developed with colleagues and Members through workshops in 2023.

To be clear, the TOM is not about setting a new direction, it is simply building on already agreed aspirations and principles. It combines our Vision, our Priorities, our

Design Principles and our Values & Behaviours and gives working examples of what delivering them will mean in practice.

It is a model which is deliberately aspirational and high level to provide challenge as we move through the Improvement and Transformation Programme.

It sets out how we will push ourselves to deliver our Vision and Priorities across five thematic areas.

These are:

- Governance and decision making
- People and skills
- Digital and technology
- Service and process design
- Data and insight

Our TOM has been written with the aim of improving the way we work together and delivering better outcomes for Somerset: the place, its people, and the communities, at its heart.

It will provide a robust framework for what our future organisation will look and feel like - if we want to make a change, we can use it to test our thoughts and ideas to ensure we are moving towards our vision and not away from it. And in everything we do from this point on, we will challenge the way we have always done it.

The TOM is not service specific to enable it to be used widely across the organisation. We will know we have delivered when the statements within it are no longer aspirational but are our business as usual.

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 and our TOM will guide that process. As we continue to learn and evolve, we will need to review, refine, and adapt.

How have we created the TOM?

Our TOM has been drafted over several months. Its creation has involved:

- Speaking to and learning from other similar organisations
- Utilising the experience and expertise from key officers
- Feedback from groups comprising subject matter experts for each thematic area
- Speaking to a Service Director Working Group
- Engagement with the Senior Leadership Team and Corporate Leadership Team

- Learning from a Staff Focus Group
- Direction set by and engagement with Executive Members

We first engaged with a group of subject matter experts for each thematic area to help build the early draft content for each section within the TOM.

These were officers from Governance, ICT, Digital, Data and Business Intelligence and HR&OD. They remain involved in reviewing the TOM and any proposed amendments have been made.

From the beginning we have had an officer from our communications team involved with the role of challenging the language we used to ensure it was jargon free and easy to understand.

A volunteer Service Director Working Group was mobilised where we exercised and discussed the TOM, its content, and its use. The group provided feedback which was then used to help shape the content even further – **see Appendix 2**.

We have shared the TOM with our Leadership Team and Executive for feedback, and it has been further refined at scheduled meetings with the Senior Leadership Team, Corporate Leadership Team, and with members.

The programme team attended informal Executive on 29 July to introduce the TOM to our members sharing the document itself along with an Introductory Video. We invited feedback and refined the TOM further following the feedback that was received.

A Staff Focus Group was mobilised on 5 August with 24 staff members completing a survey to provide feedback. The TOM was well received with 75% of respondents saying they could see how their service might use the TOM and 86% could see how their service would interpret the TOM to their own service goals and aspirations.

There were some improvements to be made around language and design. A summary of the feedback results, as well as links to the full feedback received and an overview of what changes we made or have planned as result was delivered at Informal Executive on 19th August – see Appendix 2.

How we will implement the TOM

The practical application of our TOM is it being used as a guide and a tool to challenge every Improvement, Transformation and Change proposal, ensuring we have consistency of approach and that prioritise our work against the same common principles.

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.

The TOM itself will not deliver change but its correct use will deliver the right change and help us focus our resource on the right things. Any service specific or wider organisational impacts that are identified as a result of delivering against the TOM will be considered separately as the programme develops through the creation of

individual costed business cases which would be brought to the relevant Scrutiny committees and Executive for decisions.

The decision-making, oversight, scrutiny, and representative roles of elected councillors are central to the Council's purpose and functions. The intention of the TOM is to be the vehicle by which the Council can ensure that it has the right capabilities, processes, structures, people, information, technology, governance, and culture to deliver agreed vision and priorities, as set out by elected members of the Council.

Our TOM, if agreed, will not supersede or direct any political or commercial decision making – although it will inform and shape the considerations made.

Next Steps

There are a number of activities planned in the coming months. These are:

- Comms and Engagement planning using the feedback received from the Staff Focus Group.
- Revisit, review and refine the Measures of Success as the Improvement and Transformation Programme develops and we learn more – **see Appendix 3**
- We have identified the need for a Corporate Glossary of terms to ensure we support the organisation in understanding the terms and phrases that we want to use moving forward.
- Consider how we can support accessibility such as delivering easy read or audio versions.

Key messages

- Our TOM is not a new way of thinking, it simply builds on existing principles and guidance to aid in delivering the right change and will help to focus our resource on the right things.
- Changes which result in service impacts will follow normal decision-making routes - the TOM will not supersede or direct any political or commercial decision making – although it will inform and shape the considerations made.
- The TOM is a tool to challenge ourselves against to ensure we are focusing not only on service specific goals but also the same common organisational goals, keeping us moving forward in the same direction as one.
- Our TOM is deliberately high level and cross cutting so it can be used to help guide and inform Service Change and Improvement Plans, Service and System Design by all services across the organisation.
- Our TOM has been written with the aim of improving the way we work together and delivering better outcomes for Somerset: the place, its people, and its communities.

Appendix 1 – Target Operating Model

A copy of the Target Operating Model has been supplied separately as an attachment with this Briefing Pack but it can also be found by clicking on the link below. This is the document which will be considered by our Executive committee in September.

[TARGET OPERATING MODEL – FULL DOCUMENT](#)

Appendix 2 – Summary of staff feedback

Click on the image below to see [a presentation summarising feedback](#) from our Staff Focus Group:

TOM Staff Focus Group

Ask of Informal Executive:

- We attended Informal Executive on 22nd July to introduce and invite feedback from Executive members on the Target Operating Model (TOM)
- We agreed to come back to Informal Executive with the outcomes of the Staff Focus Group

Key Points of Discussion:

- A high summary of some of the feedback received at Staff Focus Group has been provided in these slides
- Our response to the feedback
- Executive will be asked to Agree and Adopt on 2nd September

Date: 19/08/24

Author: Rachael Dixon
Presenter: Sara Cretney

Appendix 3 – Our Measures of Success (DRAFT)

The following performance measures will help us understand the impact of our new TOM, these will develop and evolve over time. As we learn more and the Improvement and Transformation Programme develops we can add in clear measures with timescales and review points, for now these statements give us examples of how we will know when we have succeeded in delivering against the TOM.

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