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| <p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>23 July 2024</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Robin Beattie, Director of Strategy, Improvement and Transformation</p> | <p>Classification: Unrestricted</p> |
| <p>Tower Hamlets Council's Target Operating Model</p> | |

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| Originating Officer(s) | <p>Ayesha Hakim Rahman, Acting Deputy Director of Strategy, Improvement and Transformation</p> <p>Muhammed A. Uddin, Senior Transformation Business Analyst</p> <p>Onyekachi Ajisafe, Assistant Transformation Project Manager</p> |
| Wards affected | All Wards |

Executive Summary

This report presents the council's new draft Target Operating Model (TOM), prioritising community-centric decision making by ensuring resident needs are at the forefront of everything we do.

Key benefits:

- Enhanced efficiency: the new draft TOM streamlines operations, leading to a more effective and responsive public sector organisation.
- Evidence-based focus: the final TOM will be directly informed by stakeholders including staff, members, partners, and residents.
- Shared vision: we aim to “create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities.”

This report and accompanying slides detail the draft TOM and engagement plan, shaping a model that prioritises our community.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Review and provide feedback on the proposed Target Operating Model. This feedback will be crucial in refining the model to best serve the community.

1. REASONS FOR THE DECISIONS

- 1.1 The new Target Operating Model acts as the foundation for our future operations. It established clear standards for how we work together to achieve our strategic priorities and ultimately, better serve the community.

2. ALTERNATIVE OPTIONS

- 2.1 Maintaining the current Target Operating Model was considered. However, it does not effectively align with the organisation's evolving priorities, potentially hindering our ability to meet community needs.

3. DETAILS OF THE REPORT

- 3.1 A Target Operating Model (TOM) serves as a roadmap for the council, aligning services and operations with our shared vision. It defines our goals, objectives, and processes, ensuring everyone works towards the same objectives.
- 3.2 A TOM has the following advantages:
 - Empowered communities: ensuring resident needs are priorities through improved communication and responsiveness.
 - Enhanced efficiency: streamlining operations to free up resources for new ideas and solutions.
 - Stronger together: collaboration across departments to strengthen our impact and improve public trust.
- 3.3 The council's previous 5-year TOM, 2018-2023 has now expired, giving us an opportunity to develop a new model that aligns with our evolving priorities.
- 3.4 The vision for the new draft TOM is to "create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities."
- 3.5 This vision is underpinned by six key design principles:
 - Value-driven and cost-effective: maximise resources and minimise waste.
 - User-centric: prioritise the needs and experiences of our community.

- Collaborative: foster teamwork across departments for better service delivery.
- Outward facing: Be more externally accessible and approachable.
- Empowered to innovate: encourage a culture of creative problem-solving.
- Accountable: build trust through responsible decision-making.

3.6 Feedback against the draft TOM will lead to the development of a comprehensive blueprint for implementation. We aim to launch both the TOM and blueprint in October 2024.

Next Steps

3.7 Since October 2023, we have gathered valuable input through extensive engagement with staff, partners, and community groups. We will leverage this evidence-base to finalise the new TOM and blueprint, which will be presented and launch at Cabinet in October 2024.

4. EQUALITIES IMPLICATIONS

4.1 We are firmly committed to the Public Sector Equality Duty and recognise the borough's rich diversity as a key strength. Equality underpins all council activities, from resource allocation and employment practices to service delivery.

4.2 The new Target Operating Model (TOM) reflects this commitment. Its design principles integrate the Strategic Plan's equality objectives, focusing on reducing inequalities, fostering community engagement and strengthening cohesion. By prioritising its service users, the TOM ensures we address their needs and desired outcomes.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

N/A – Engagement report

6. COMMENTS OF LEGAL SERVICES

N/A – Engagement report

Linked Reports, Appendices and Background Documents

Linked Report

Appendices

- NONE

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- NONE

Officer contact details for documents:
N/A