

Corporate Target Operating model (TOM)

Draft proposal for a new TOM in Tower Hamlets

Corporate Strategy & Transformation



Why do we need a TOM?



A Target Operating Model (TOM) is a blueprint for how an organisation will operate in the future. It defines the organisation's goals, objectives, and processes. A TOM can be used to:

Empower communities

A TOM can be used to empower communities by engaging with residents, businesses, and local organisations in decision-making processes. This can help to ensure that the voices and needs of the local population are considered in the planning and delivery of services.

Drive innovation and efficiency

A TOM creates a culture of innovation through facilitating and improving communication between different stakeholders. It can identify and eliminate unnecessary or inefficient processes, freeing up resources that can be used to improve other areas of the organisation.

Encourage collaboration and partnership

A TOM can help to identify common goals and objectives, creating a foundation for collaboration and partnership. It builds trust and confidence between different organisations, making it easier to achieve common goals. This can help to reduce costs and improve efficiency.

Rebuild trust and transparency

A TOM can help to rebuild trust and confidence in the organisation by making the council's operations and decision-making more transparent and accountable. This can help improve accountability, ensuring that decisions are made in the best interests of the council.

Achieve sustainability and environmental goals

A TOM can help to identify and prioritise sustainability goals, such as reducing carbon emissions or promoting green infrastructure. It can also help to develop and implement strategies for achieving these goals.

Communicate values and principles

A TOM can help to clarify the council's values and principles. Clearly communicating values and principles to the workforce can help create a unified sense of purpose and direction, improving morale, productivity, and decision-making.

Align with the Executive Mayor's vision

A TOM can help to translate the vision and aspirations of the Executive Mayor into a roadmap for action. This can help to ensure that the council's operations are aligned with its overall goals, in turn, improving efficiency, effectiveness, and accountability.

Be more responsive to change

A TOM can help the council be more agile. Establishing a flexible and adaptable operating model enables the council to be more responsive to the needs of its community. This can help the council to maintain its relevance while continuing to provide high-quality services.

Improved decision-making

A TOM can improve decision-making by providing a clear understanding of the organisation's goals, objectives, and processes. This can help avoid making decisions that are not aligned with the organisation's goals, while ensuring that decisions are made in a transparent and accountable manner.



Current Corporate Target Operating model (TOM)



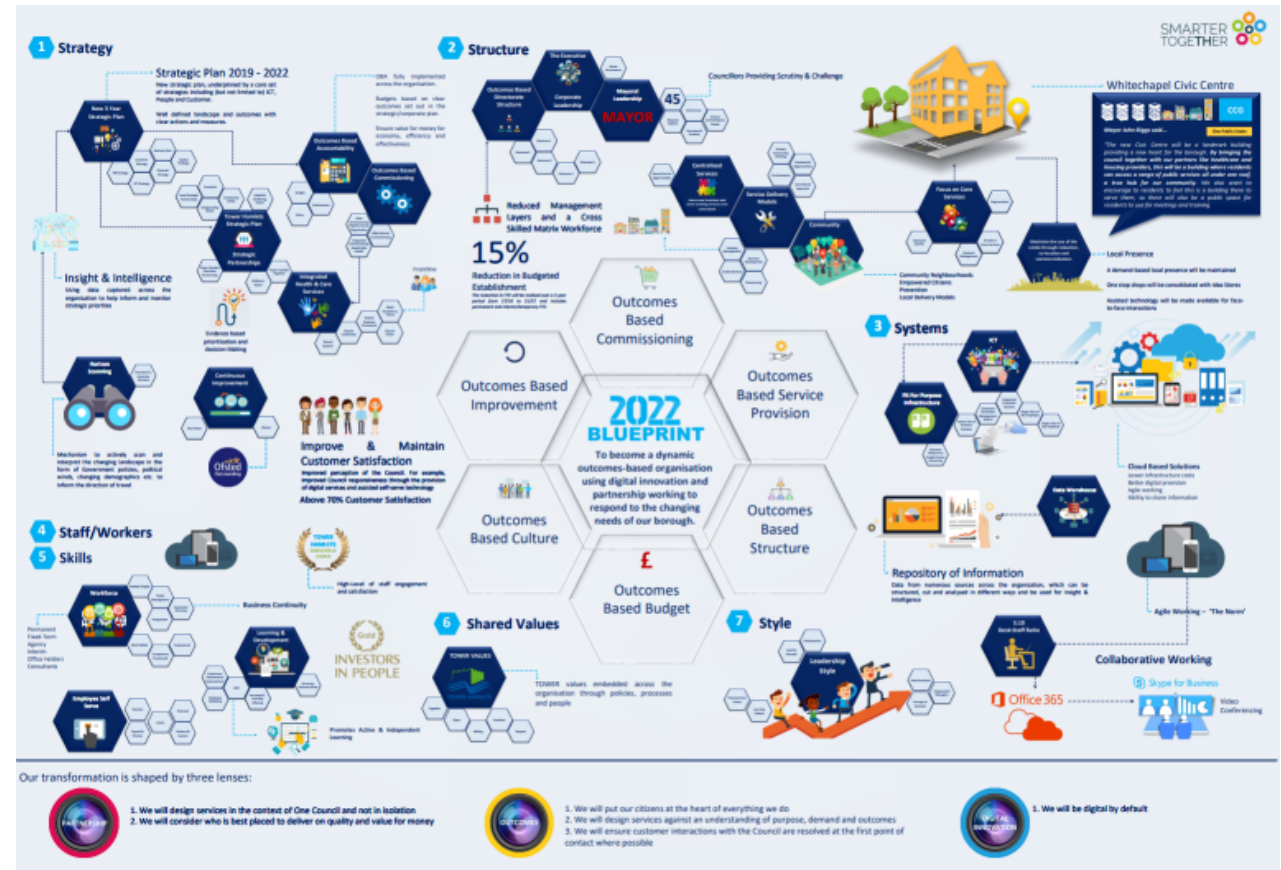
Previous Blueprint



The previous Tower Hamlets **blueprint 2019-2022** was based on the McKinsey 7S framework. This framework is a tool for organisational analysis and development that identifies seven key factors that influence an organisation's success: strategy, structure, systems, style, staff, skills, and shared values.

The blueprint was process-heavy and **internally focused, rather than customer-driven**. The McKinsey 7S Model is typically used to help organisations improve their internal performance, so it is not generally considered to be externally driven. This is evident in that the blueprint was internally focused and did not address some of the most pressing issues facing the borough, such as poverty, crime, and inequality.

The expiry of the blueprint provides an opportunity for the council to develop a new plan that is more focused on the needs of its community. The new plan should be based on the council's strategic priorities, which ultimately focus on investing in and improving public services, creating a fairer borough, and building a sustainable future.



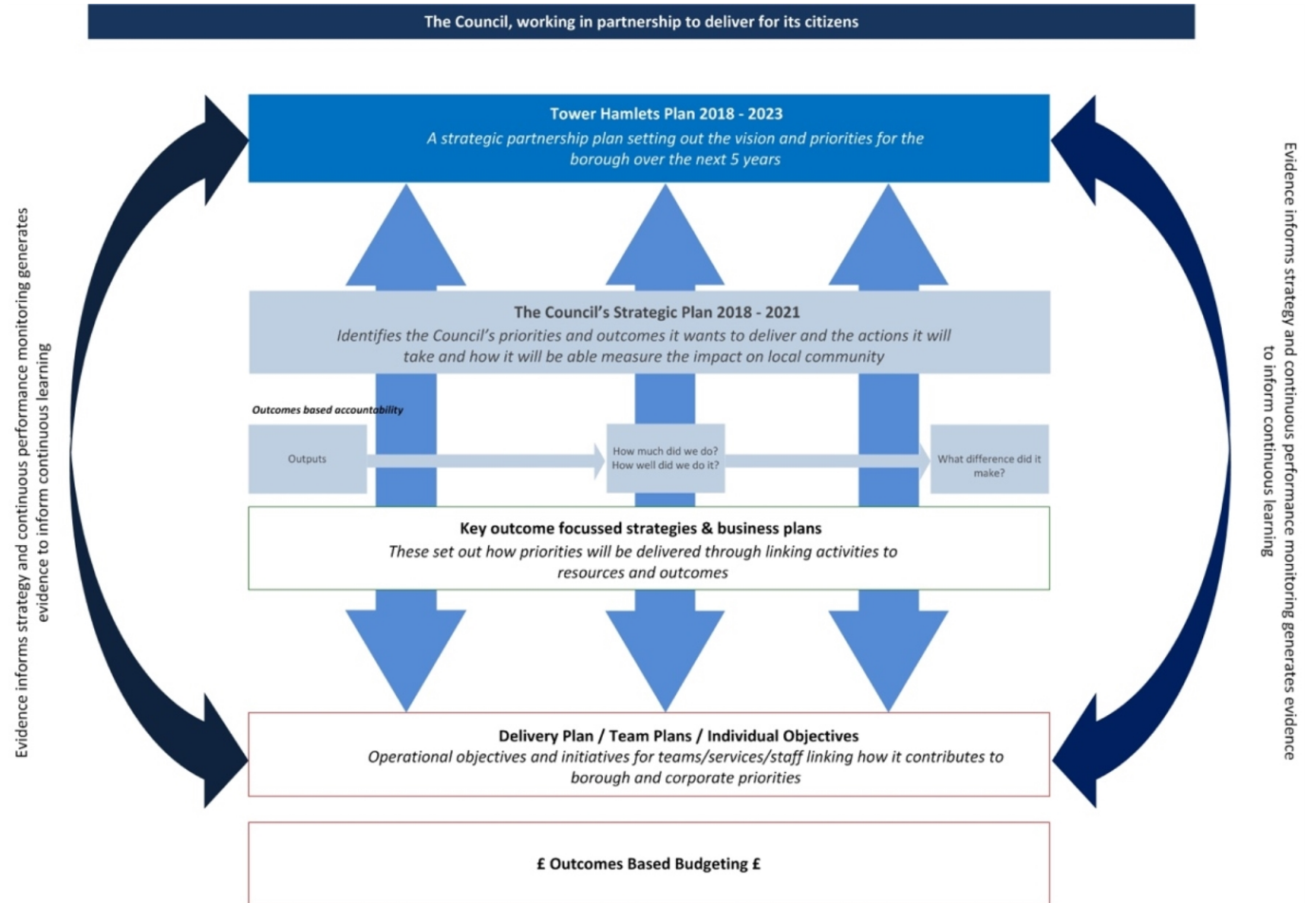
Current TOM

Similar to the Blueprint, the current Tower Hamlets Target Operating Model (TOM) 2018 to 2023 is also process-heavy and financially driven. There is no real sense of the community, or mention of how it would prioritise the needs of its service users. It does not address some of the most pressing issues in the borough, such as poverty, crime and inequality.

The current TOM does not establish clear design principles or the key drivers to meet the vision for the council.

The expiry of the 5-year TOM provides an opportunity for the council to develop a new model that is more focused on the needs of the community. The new TOM should be based on the council's strategic priorities, which are to:

- Invest in and improve public services
- Be a responsive public sector organisation that is better able to meet the needs of its communities



New Corporate Target Operating model (TOM)



TOM Vision



Create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities.

Aligning with the Executive Mayor's Vision

- Addressing specific priorities and goals
- Creating a legacy of community empowerment
- Reinforcing commitment to progressive leadership



TOM Design Principles



The new strategic target operating model should be designed to address the considerations set out in the Strategic Plan for 2022 to 2026 and to help the council achieve its strategic goals.

Value-driven and cost-effective

By designing the target operating model to be value-driven and cost-effective, the council can ensure that it is **using its resources wisely and avoiding waste**. This will help the organisation to achieve its goals and objectives.

Community-led

By designing the target operating model to be community-led, the council can ensure that it is **meeting the needs of its users**. This will help the council to build trust and credibility with its users, and to improve the quality of its services.

Collaborative

By designing the target operating model to be collaborative, the council can ensure that it is **working together to deliver services efficiently and effectively**. This will help the council to achieve its goals and objectives.

Transparent

By designing the target operating model to be transparent, the council can ensure **enhanced accountability and trust**. This will ensure residents can readily access information about the council's goals, processes and resource allocation.

Empowered to innovate

By designing the target operating model to be empowering, the council can **create a culture of innovation and creativity**. This will help all of the council's workforce stay ahead of the curve and deliver services that meet the needs of its users.

Accountable

By designing the target operating model to be accountable, the council can **build trust and credibility with stakeholders**, including residents, businesses, partners and staff. This will help the council to achieve its goals and objectives.



Core Model Draft Visual



- 1 Design principles.** The TOM requires a set of design principles to articulate its vision. These are value-driven and cost-effective; community-led; collaborative; transparent; empowered to innovate; and accountable
- 2 Empowered communities.** Currently there is a lack of focus on empowering communities. The core of the model is to genuinely empower communities, allowing for direct decision making against each strategic priority and the potential budget allocation to devolve associated decisions to residents.
- 3 Smaller but stronger corporate centre.** This smaller center allows for more power to directorates, encouraging more creativity and innovation with relaxed control to deliver the community priorities.
- 4 Strong leadership.** This represents a strong and focused leadership team that is committed to and aligned with the TOM vision.
- 5 More outward focus, engaging directly with partners.** New ways of working with businesses, inviting external people by being more outward facing and approachable and willing explore partnerships that go wider than the public sector, i.e., private sponsorship for free school meals



Engagement Plan



Engagement Plan

