Target Operating Model - Guidance Notes
October 2024

Purpose

These guidance notes outline a structured approach for applying the new Target Operating Model (TOM) design principles to:

- Team / service / departmental restructures
- Service redesigns
- Community engagement initiatives

The framework will ensure consistency, alignment with strategic objectives, and a deep understanding of community needs and values. In providing practical insights and key considerations, these guidance notes aim to support informed decision making, foster a culture of innovation and collaboration, and enhance organisational accountability. Managers and leaders are expected to use these notes as a reference and demonstrate their integration of TOM principles in their restructuring redesign, and engagement activities.

Background

Tower Hamlets Council is implementing a new Target Operating Model (TOM), designed to better align to organisational priorities, and ensuring that the community is front-and-centre to decisions that matter to them. The previous TOM (2019 – 2022) focused primarily on internal processes and structures. In contrast, the new TOM vision is to:

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

In developing the revised TOM, the council adopted a collaborative approach that comprised extensive engagement with staff, community members, targeted groups, and Members. By incorporating feedback from those directly impacted by council services, the council aimed to strengthen trust, collaboration and alignment with strategic objectives. This approach represents a significant departure from the previous TOM, reflecting a commitment to placing community needs at the forefront of organisational decision-making.

TOM

Underpinned by the council's 2022 – 2026 Strategic Plan and partnership working, the revised Target Operating Model is embedded across six core design principles to enable empowered communities, and a smaller but stronger corporate centre to enable empowered directorates:
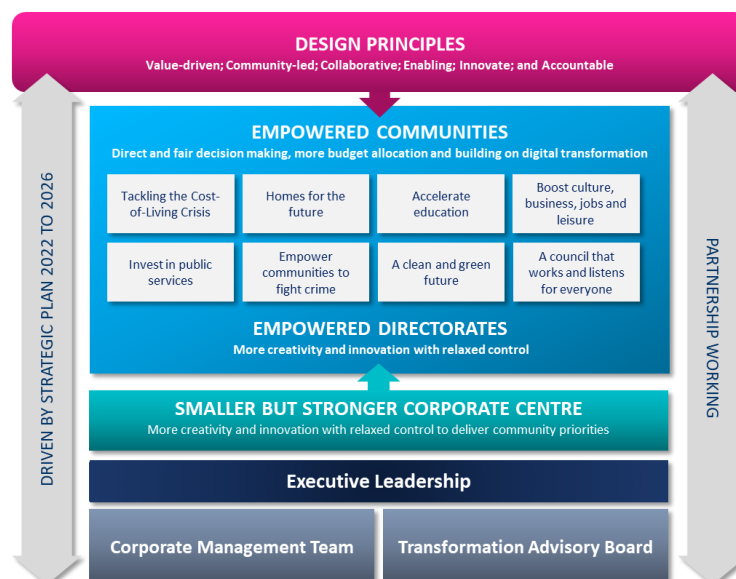
The new TOM is founded on the following core principles:

Value-driven	Community-led
Improving processes to empower staff.	Building trust by making services accessible and inclusive.
Enabling	**Collaborative**
Developing and supporting staff to deliver excellent services.	Engaging with staff and partners for the best outcomes.
Accountable	**Innovative**
Championing a 'one council' culture for our residents.	Being brave to deliver cutting-edge services.

Guidance Notes

Value-Driven

As a local authority, ensuring a value-driven approach in restructuring, redesign, and community engagement initiatives is paramount. This involves aligning decisions with community needs and aspirations, while ensuring efficient resource utilisation. A value-driven approach focuses on delivering maximum benefits to residents, communities, and the council, by integrating community values with strategic objectives. Active engagement with residents, coupled with feedback incorporation, fosters transparency, trust, and decision-making aligned with community interests.

To achieve cost-effectiveness, we must optimise resource and avoid unnecessary expenditures while maintaining meaningful outcomes. This entails data-driven planning, streamlining operations, and eliminating inefficiencies. Community engagement also identifies cost-saving opportunities through collaborative problem-solving. Additionally, a value-driven approach involves improving processes to empower staff and enhance efficiency. By streamlining workflows, reducing bureaucracy, and providing staff with the necessary tools and training, we can create a more productive and engaged workforce. Balancing financial responsibility with value delivery ensures that changes and engagements result in sustainable, long-term benefits for the community.

Key considerations:

- **Resident Impact:** Enhances resident experience, access or outcomes.
- **Strategic Alignment:** Consistent with the council's strategic objectives and priorities.
- **Staff Empowerment:** Improves processes to empower staff and enhance efficiency?

Enabling

Enabling is crucial for effective restructuring, redesign, and community engagement. It involves creating an environment that empowers staff and supports their professional development, leading to excellent service delivery.

To enable staff, it is key that an organisation invests in training and development, fosters a supportive work environment, and empowers staff to make decisions. Additionally, a focus on

growing our own talent by investing in internal development programs and creating career pathways can help retain top talent and ensure that we have the necessary skills and expertise to meet future challenges. Effective talent management is essential for ensuring that our workforce is aligned with our strategic goals and that we have the right people in the right places. By implementing a comprehensive talent management strategy, we can create a high-performing organisation that is capable of delivering excellent services to the community.

Key considerations:

- **Continuous Learning and Development:** Invest in ongoing training and development programs to ensure staff have the skills and knowledge needed to excel in their roles.
- **Career Progression and Development:** Create clear career pathways and opportunities for growth within the organization to retain top talent and motivate staff.
- **Employee Engagement and Well-being:** Foster a positive and supportive work environment that promotes employee engagement, well-being, and job satisfaction.

Accountable

Accountability is essential for building trust, effective governance, and a one council culture in restructuring, redesign, and community engagement initiatives. This begins with establishing clear lines of responsibility and ensuring effective oversight. Clearly defining roles and responsibilities at all levels of the organisation creates a structure where individuals understand their part in the process and are held accountable for their contributions. Regular reporting mechanisms can be used to track progress and address issues promptly.

Effective oversight is also crucial for maintaining accountability. This involves monitoring efforts, evaluating progress, providing feedback, and intervening as needed. A one council culture requires a shared sense of purpose and a commitment to working together towards common goals. Transparent communication with the public about responsibility, progress updates, and challenges fosters trust and keeps the community informed.

Key Considerations:

- **Clear Roles and Duties:** Ensure that roles and duties are clearly defined and that individuals understand their responsibilities.

- **One Council Culture:** Foster a shared sense of purpose and a commitment to working together towards common goals.

- **Accountability and Transparency:** Be prepared to explain and justify decisions and actions, and to address any issues that arise.

Community-Led

A community-led approach involves placing residents and stakeholders at the centre of decision-making processes, with co-production as a fundamental strategy. By partnering with the community in designing, implementing, and evaluating policies and services, we can ensure that residents are not merely consulted but actively shape outcomes. This approach fosters ownership, empowerment, and the integration of lived experiences and local knowledge into decision-making. Inclusive forums, workshops, and consultations create spaces for diverse voices to be heard, ensuring that restructuring or redesign genuinely reflects community needs and aspirations.

Building trust through accessible and inclusive services is a key component of a community-led approach. By ensuring that services are designed and delivered in a way that meets the needs of all residents, regardless of their background or circumstances, we can foster a sense of belonging and support. A community-led approach also requires responsiveness and adaptability to community feedback. Co-production allows for the co-creation of solutions rather than top-down directives. Working alongside residents to develop practical, relevant, and widely supported initiatives might involve establishing working groups or advisory panels composed of community members, local businesses, and organisations. These groups would actively participate in every stage of the restructuring process, ensuring that decisions are rooted in the community's vision and are sustainable.

Key considerations:

- **Active Engagement:** Engage residents actively in consultations and decision-making processes.
- **Empowerment:** Equip the community with the tools, knowledge and opportunities to influence decisions.
- **Accessibility and Inclusion:** Ensure that services are accessible and inclusive to all residents, regardless of their backgrounds or circumstances.

Collaborative

To foster collaboration in restructuring, redesign, and community engagement initiatives, we must actively encourage partnerships between stakeholders within and outside the organisation. This involves breaking down silos, promoting cross-departmental communications, and integrating diverse perspectives into decision-making. Establishing interdisciplinary teams that include representatives from various departments, community organisations, local businesses, and residents can create a more holistic and innovative approach to problem solving. These teams can collaborate to identify challenges, share resources, and develop comprehensive solutions.

Engaging with external stakeholders, such as non-profits, academic institutions, and private sector partners, through joint ventures, public-private partnerships, and collaborative workshops can enhance the scope and impact of our initiatives. This collaboration leverages the strengths of diverse stakeholders, leading to innovative approaches, that benefit the entire community by pooling a range of skills, knowledge and resources. It is also essential to engage with staff and partners at all levels of the organisation to ensure everyone feels involved and valued.

Key considerations:

- **Cross-Departmental Collaboration:** Encourage teams across departments to work together to avoid duplication and enhance service delivery.
- **External Partnerships:** Build strong relationships with external stakeholders, including community organisations, SMEs and other public sector bodies.
- **Staff Engagement:** Create a culture of open communication, collaboration, and mutual respect to encourage staff involvement and engagement.

Innovative

To ensure that we are empowered to innovate during restructures, redesigns, or community engagement exercises, we need to foster a culture that encourages creativity, experimentation, and a

willingness to take calculated risks. This empowerment begins with leadership that is open to new ideas and supports initiatives that challenge the status quo. By providing staff with the autonomy to explore innovative solutions and the resources needed to implement them, we can create an environment where employees feel confident to propose and test new approaches. Encouraging cross-departmental collaboration and interdisciplinary teams allows for the blending of diverse perspectives and expertise, leading to more creative and effective solutions.

To be truly innovative, we must also be brave and willing to take risks, delivering cutting-edge services that set ourselves apart from other organisations. Innovation thrives in an environment where employees are not only allowed but encouraged to think outside the box and explore unconventional strategies. Establishing frameworks that support continuous learning and adaptation is also crucial. This includes mechanisms for reviewing and assessing the impact of new initiatives, learning from both successes and failures, and making iterative improvements. Engaging with the community as active partners in this innovation process can yield valuable insights and co-create solutions aligned with local needs.

Key Considerations:

- **Innovative culture:** Foster a culture where new ideas are welcomes and considered.

- **Resource Provision:** Provide resources and environment needed to test and refine innovative approaches.

- **Risk-Taking:** Be brave and willing to take calculated risks to deliver cutting-edge services.

Conclusion

The principles outlined in these guidance notes provide a robust foundation for our New Target Operating Model, ensuring that our efforts are aligned with the values, needs, and aspirations of the community we serve. By embedding these principles into our practices, we can navigate restructuring, redesign, and community engagement initiatives with integrity, innovation, and a commitment to excellence. This approach will not only enhance our organisational effectiveness but also strengthen our relationship with the community, fostering trust, collaboration, and a shared vision for a better future.