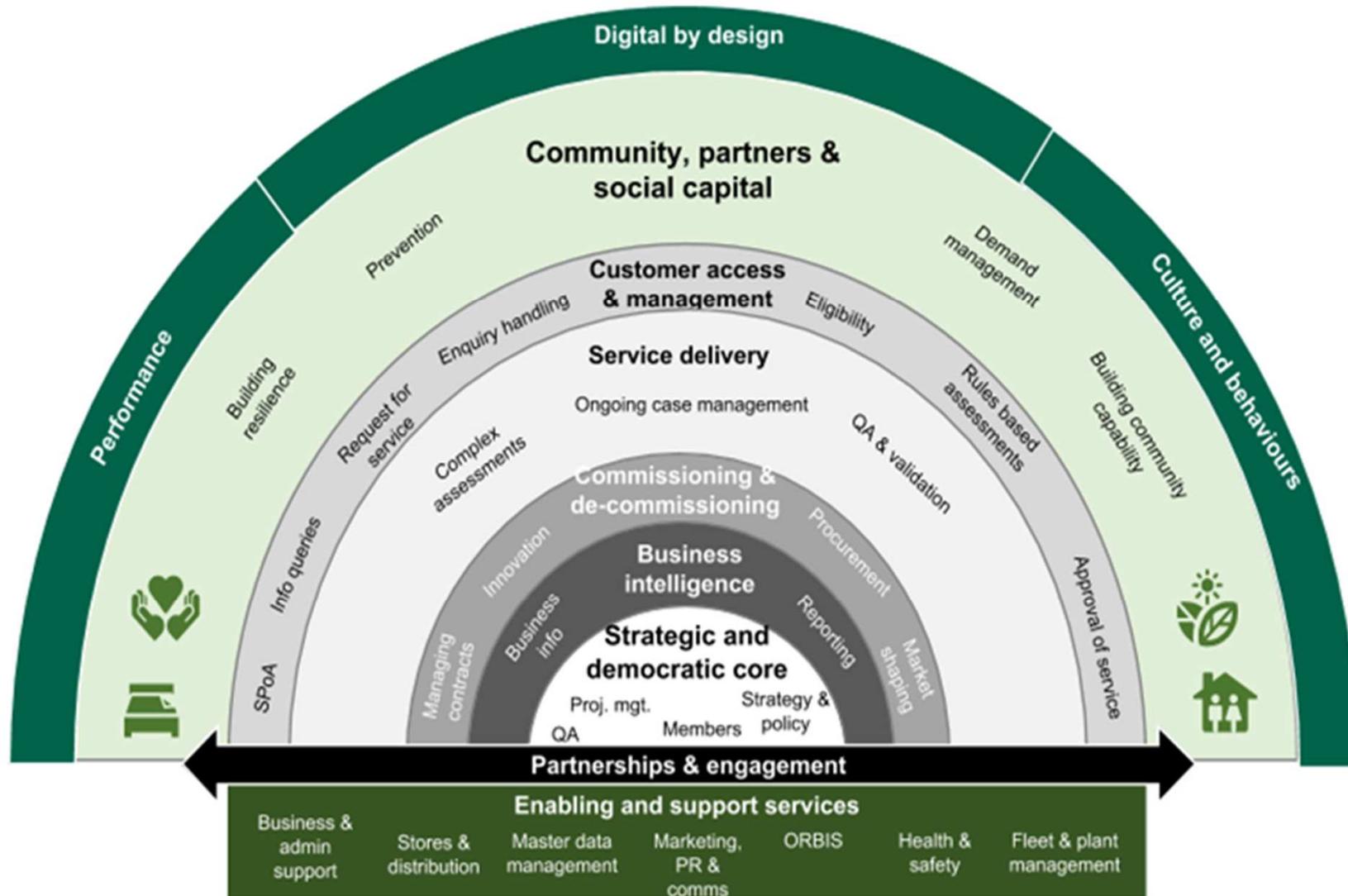
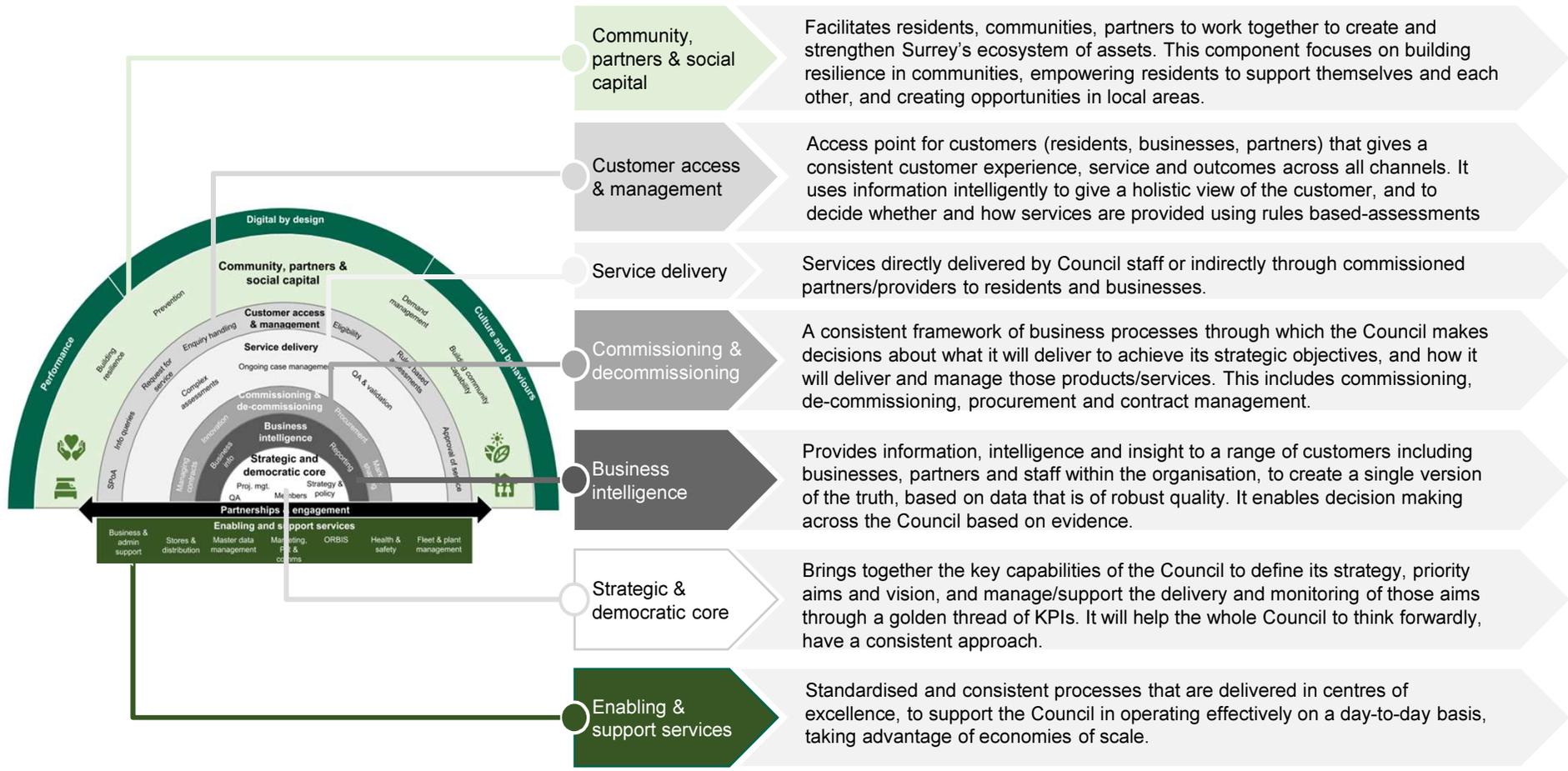


Annex C: The Council's Target Operating Model (TOM)

The overall TOM design describes “what” the council will be doing in the future – the components of the organisation (not a structure diagram) and the capabilities that will need to be developed



Summary of the capabilities to be developed in each TOM component



TOM core design principles

We will test all design activity across the transformation programme against the principles below. These define the organisation we want to become and how we will be.

| | |
|-------------------------|--|
| Service Design | All service design focuses on prevention and early intervention, therefore avoiding reliance on less effective and more expensive statutory services |
| | All service design enables individuals and communities to help themselves and each other |
| | All service design evaluates opportunities to work in partnership to improve outcomes and value |
| Digital Design | Digital by design - we fully exploit digital capabilities in all we do |
| Finances | Operate within available resources |
| Customer | Customer contacts and enquiries to be online or via single contact centre, augmented by specialist contact arrangements where these are considered necessary to best serve a specific client group |
| Commissioning | All commissioning through the new strategic approach and framework, ensuring it is co-designed with residents and evidence based |
| Data and insight | Data and insight to be captured and used in decision making at all levels, enabling evaluation of impact and value |

| | |
|---------------------|---|
| Property | All new and refurbished property to be multi-use for Council services and wherever possible also shared with partners |
| Leadership | Clarity on the leadership and impact required in all roles, with structured accountability for delivery on performance and quality, finances, and people and culture |
| Organisation | Organisation structured with 6 spans and 6 layers as default |
| | Cross cutting disciplines (inc. commissioning, project management, data analytics, research, business support) to be organised consistently using a head of profession and centre of excellence model |
| People | A smaller, more productive and highly motivated workforce which is flexible and mobile (able to operate with a desk ratios of 10 to 5 as a default maximum) |
| Process | Processes are lean and are standardised where opportunities exist, with any that do not add value stopped |
| Governance | All governance proportionate to risk exposure, underpinned by effective democratic processes and partnership arrangements |

Further detail on the TOM and its implementation over 6 monthly intervals (or "Transition States") can be found on Jive (accessible to Surrey County Council Members and Staff):

<https://surreycc.jiveon.com/people/Michael.Coughlin@surreycc.gov.uk/blog/2019/02/08/being-a-different-council?ru=7344&sr=stream>

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