Bath & North East Somerset Council		
MEETING	**Cabinet**	
MEETING DATE:	**14 November 2024**	EXECUTIVE FORWARD PLAN REFERENCE: **E 3582**
TITLE:	**Council Operating Model**	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: **None**		

1   THE ISSUE

1.1   The Council is progressing a redesign of its core functions in terms of the structural configuration of its services. This is to ensure that responsibility within Council Departments are understood to enable a high level of service and also to help service redesign develop an operating model that is configured to deliver the Council's Corporate Strategy.

2   RECOMMENDATION

The Cabinet is asked to;

2.1   Support the proposed operating model and Directorate operating principles.

2.2   Approve the Council's Operating model and Directorate functions as set out in Annex 1 for use in service planning and redesign.

3   THE REPORT

3.1   Background

The Council has undertaken an organisation wide review and analysis of its current structures and alignment of functions. This resulted in commencing the Being our BEST programme which is an ambitious culture change programme, delivering "great jobs, smarter structures and a culture of excellence". The council has a strong leadership team in place and a clear and ambitious vision. However, we identified a disconnect between how we deliver against our corporate strategy, as the overall plans and values are not supported by the right structures, role clarity and ways of working. The programme was set up with three key workstreams each with the following aims:

Great Jobs focuses on making sure work happens at the right levels with the right reward policies and structures in place. This means having a clear and simple understanding of what the job does, recognising and valuing those who are technical experts in their field and how their career can progress from their role. We are establishing six job categories for the whole council to group together roles and levels of work and then setting career pathways both up and across the organisation.

Smarter Structures focuses on ensuring the whole council reduces duplication across roles, with better integration between departments. and simpler structures. This allows us to better understand the capabilities between specialisms and other managerial roles.

Culture of Excellence focuses on helping all staff maximise their potential through our current BEST values (Bold/Empowered/Supportive /Transparent). We are enabling staff to be change ready, identifying opportunities to improve our services and engaging with our residents. We also want to retain and reward our staff whilst encouraging others to join us and grow, through apprenticeships or otherwise.

The proposed changes to organisational design and senior structures so far have highlighted the need for a Council Operating Model that visually and verbally explains the purpose of the Council's Directorates and the functional responsibilities that sit within each Directorate.

3.2 Council Operating Model – Directorate Vison and Purpose.

The Target Operating Model has been developed as a high-level design model of our organisation's future structure and form that is now being taken forward through the Being our BEST programme which will enable the Council to meet its Corporate Strategy objectives. It will translate the organisation's vision into a model that can be applied in how the organisation delivers its services through its functions across Council Directorates.

The bullet points below set out the purpose:

- Allows senior management and Cabinet to articulate an agreed and **consistent view of the future** to staff and stakeholders

- Enable the **assessment of options**, and prioritisation of the organisations' business change portfolio

- Ensure the business and service planning decisions and resulting **programmes meet corporate strategy**

- **Involve key stakeholders** in its build such they have been able to challenge and gain deep understanding

- Clearly **lay out the future roles** and operating environment – to manage expectation and capability

3.3 The Operating Model

Within the operating model each Directorate is responsible for its functions and how they are designed, managed, structured and delivered across the Council. This will provide assurance to the Cabinet that Council activity and priorities will be delivered efficiently, effectively and economically.

To give clarity and sense of purpose the following vision statements have been developed for each Directorate.

Sustainable Communities leads on place-shaping, working with communities and stakeholders to develop and deliver plans to achieve the Council's objectives in Bath and North East Somerset

Operations directly delivers or commissions most of the council's front-line services, protecting the most vulnerable, keeping communities safe, in good health for as long as possible and maintains and promotes our neighbourhoods and unique environment

Resources enables the Council to deliver its purpose through sound policy, strategy & governance and enables services to effectively manage our people, finances and information.

The operating model diagram below sets out the Directorate structure, the Corporate decision making budget with the Cabinet and Officer Leadership and the outputs which are the Corporate Strategy objectives.
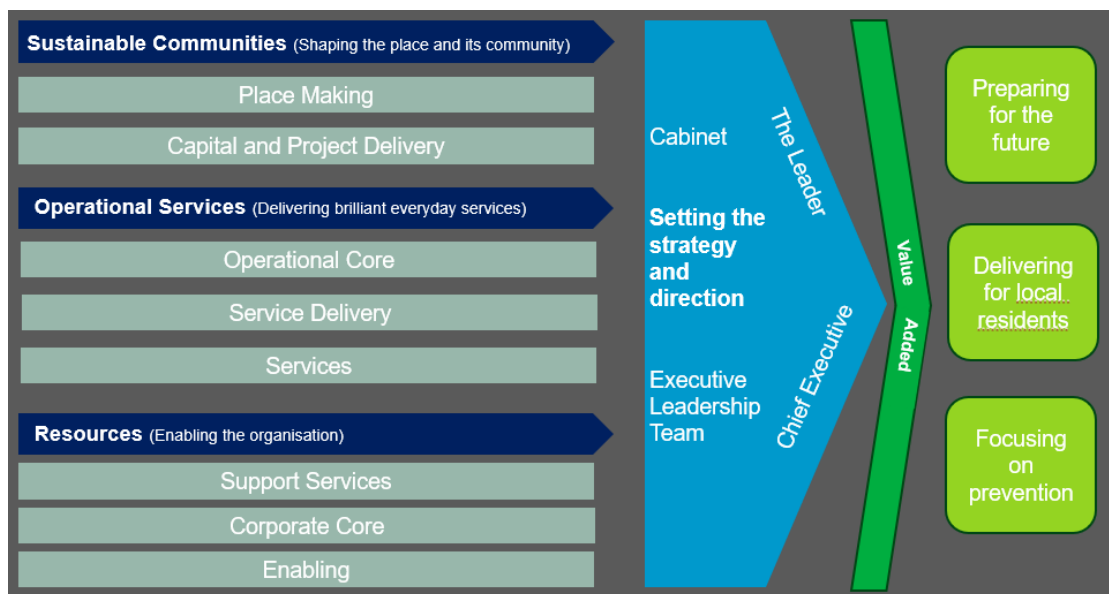
Within the Directorate structure there are a range of services, the operating model clarifies where service management responsibility for each function sits, for example the responsibility for making management decisions about the Councils IT equipment and systems sits with the Council's IT service and not within other functions as this is a service that is there to support and meet the needs of the whole Council.

Detailed functions within the operating model are below:

Sustainable Communities (Shaping the place and its community)			
Place Making	Place-shaping and policy making	Community engagement and partnership	Business case development
Capital and Project Delivery	Project Management / Capital delivery / Asset development, management and curation	Policy application	Service delivery

Operational Services (Delivering brilliant everyday services)				
Operational Core	Prevention & Independence	Statutory & Regulatory	Mandated with discretion	Safeguarding & Safety / Co-design
Service Delivery	Handling Technical Requests	Managing demand	Design & Delivery	Commissioning / Asset Management
Services	Public Health & Prevention	Children & Young People	Place Management	Education / Adult Social Care

Resources (Enabling the organisation)				
Support Services	Financial Management	Information Technology	Procurement	Financial Services	Audit
	HR and Organisational Development	Performance & Planning	Customer Experience	Legal
Corporate Core	Democratic Services	Comms, Policy and Engagement	Corporate Support	Partnerships
Enabling	Business Change	Commercial Estate	One West	Avon Pension Fund

Value Added

Preparing for the future

Delivering for local residents

Focusing on prevention

To note, this is not a list of every team / function in the Council, this is to illustrate the core functional activities undertaken by each Directorate.

More detail on the functional responsibilities can be found in annex 1.

Following the support from the Cabinet this will be used to guide and test the changes to the Councils operating structure through the Smarter Structures workstream of the Being our Best programme. The critical success factor will be measured through the performance of the Council's functions within each Directorate and how they can support and demonstrate the delivery of the Council's Corporate Strategy.

4 STATUTORY CONSIDERATIONS

4.1 There are no immediate statutory considerations from the approval of this report, these will be identified and considered through the engagement and consultation on any resulting service structure changes.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 This report does not create any additional resource implications as it is reporting the findings and outcomes from existing budgeted activities.

6 RISK MANAGEMENT

6.1 This report is for information only and risk assessments and management will be undertaken though the implementation of the Being our Best programme.

7 CLIMATE CHANGE

7.1 The Corporate Strategy highlights that "Tackling the climate & ecological emergency" is one of the key themes reflected in the administration's priorities. This includes plans to work with local communities to deliver the Council resolution agreed in March 2019 to declare a climate emergency, and for the area to become carbon neutral by 2030.

7.2 The implementation of the Council's Operating Model will be an enabler to delivery this Corporate Strategy Commitment.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 Through the implementation of the Smarter Structures workstream there will be engagement and consultation with all impacted individuals and key stakeholders.

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Background papers	None

Please contact the report author if you need to access this report in an alternative format

Sustainable Communities functions

Place-shaping and policy making
Planning Policy
Housing
Transport
Climate change
Nature and green infrastructure
Corporate estate – land-use
Culture
Heritage
Economy
Tourism

Project Management
Project definition
Project management
Benefits realisation
Monitoring and evaluation

Asset management and curation
Asset condition
Asset management
Facilities management
Asset acquisition/disposal
Curatorial responsibilities

Community engagement and partnership
Engagement and consultation
Political interface
Partnership working
Joint ventures

Business case development
Project identification and prioritisation
Business case development
Analysis and assessment
Grant applications

Capital delivery
Capital project definition
Delivery programme and project management
Construction
Procurement
Contract management

Service delivery
Contract delivery
Visitor attraction operations

Operational functions

Statutory & Regulatory
Fair Trading
Consumer Protection
Metrology
Food Standards and Safety
Animal Health & Welfare
Health and Safety
Environmental Protection
Licensing
Pest and Dog Control
Health Protection
Waste collection and disposal
Cleansing
Arboriculture
Burial of the destitute & closed churchyards
Adult Social Care
Mental Health
Children's Social Care
Special Educational Needs
Safeguarding
Education: Maintained schools, retained duties
Sufficiency
Home to School Transport
Emergency Management
Network/Traffic Management
Highway Maintenance

Operational: Other
Co-production and co-design with communities, partners, service users
User experience
Statutory consultations
Commercial Services
Quality and assurance in service delivery
Research

Mandated with discretion
Early Help
Wrap around care
Health Improvement
Population Health Management
Provider Services
CCTV
Parks
Parking and P&R
Events
Bereavement
Leisure

Asset management
Asset condition
Asset management
Highways, parks, open space

Commissioning
Case for change
Strategy
Commissioning of core services
Commissioning with partners
Standards and specifications
Brokerage
Commercial
Quality Assurance
Contract Management

Resources functions

Financial Management
Corporate Finance
Corporate Accounting
Financial Planning
Budget Management

Financial Services
Payments
Assessments
Income & Debt Management
Insurance
Financial Systems & Control
Council Tax
NNDR

Information Management & Technology
Digital Development
Data Management/Business Intelligence
Technology
Systems Administration

HR and Organisational Development
HR
Organisational Development
Payroll
Health and Safety

Comms, Policy and Engagement
External Comms / Press
Internal Comms
Marketing
Corporate Policy
Engagement and Consultation
Business Planning

Performance & Planning
Performance Management
Business Intelligence
Benchmarking/VFM
Risk Management

Legal & Democratic
Legal
Democratic Services
Registrars
Electoral Services

Business Change
Service Re-design
Change Delivery

Customer Experience
Customer standards
Customer contact and
Council connect
Libraries

Procurement
Procurement strategy
Compliance
Advice

Commercial Estates
Strategic planning
Asset Management
Property Management
Lettings

One West
Internal Audit
Counter Fraud
Complaints
One West Commercial

Avon Pension Fund
Pensions Administration
Pensions Investments
Governance/Brunel