Our future Operating Model

Community Leadership Council – Design Principles
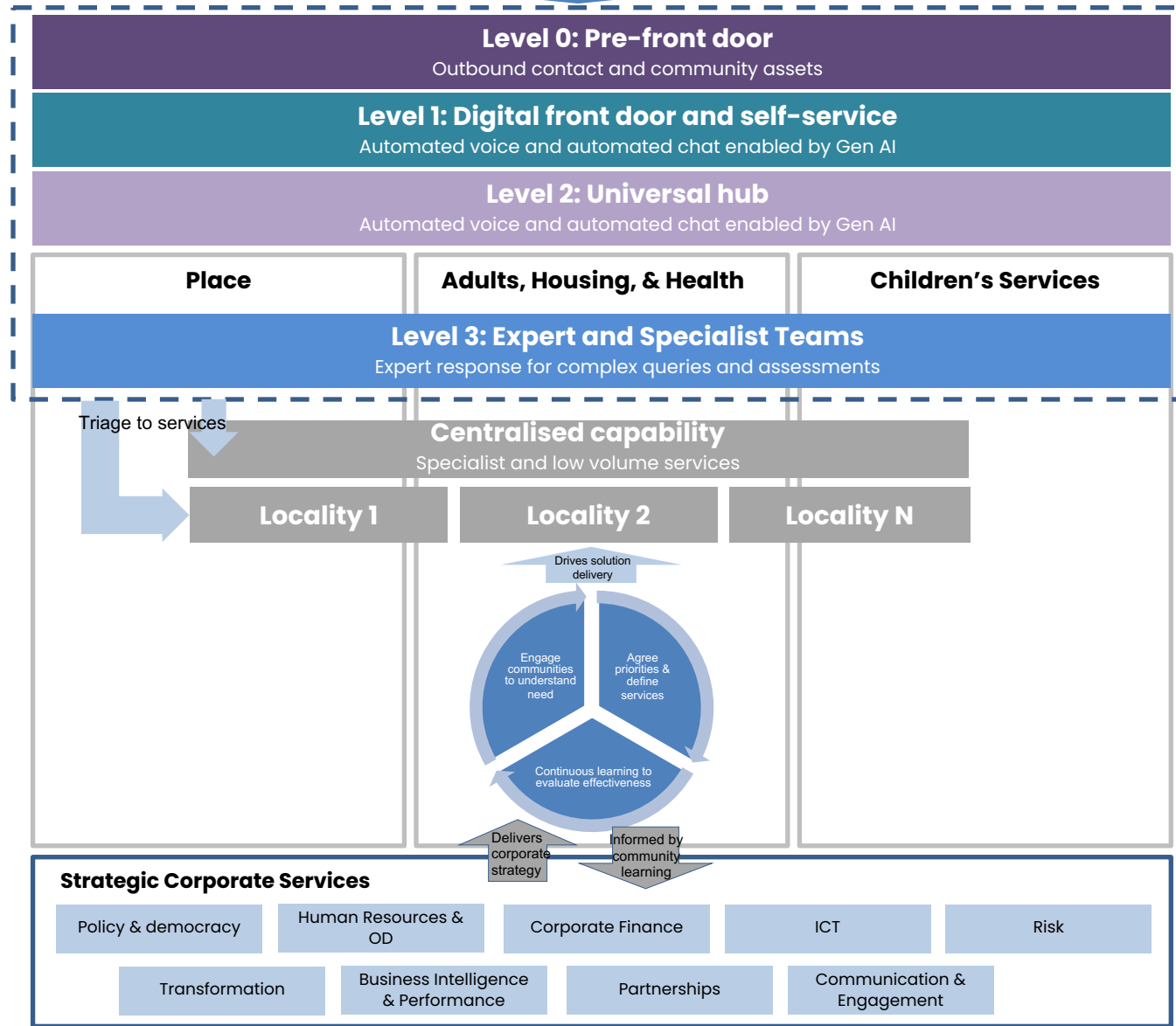
Evolving towards an Enabling Council:

Thurrock Council will take a visible *place leadership* role and allow communities and residents to choose locally responsive service levels

Contact Management

- Our services will be accessible to all, with access points designed based on an understanding of need and cost
- Our services will be easily accessible to partners and specialists, facilitating joined up working
- We will provide a consistent, high-quality experience that minimises-hand-offs and provides a solution at the earliest possible opportunity
- We will enable residents and communities to help themselves through effective accessible information
- People who use our services will be supported to access preventative and early intervention solutions where appropriate

Solutions Delivery

- We will adopt a locality-based approach, leveraging existing community assets and partnerships and building further community capacity
- We will co-produce and enable integrated, strengths-based, bespoke solutions with residents and communities rather than simply delivering our own pre-defined functional interventions
- We will ensure funding can be flexibly deployed to meet needs defined by communities, establishing a diverse range of local providers to enable choice
- We will embed continuous learning into everything we do and adjust our practice in response.
- We will source the best possible outcomes at the lowest possible cost. The council will be the provider of last resort, fulfilling need only when others cannot.
- We will ensure minimum statutory provision.

Corporate & Strategic Services

- We will support democratically elected representatives as accountable leaders of place, acting as an influencer, broker, and facilitator.
- We will standardise, digitise, and automate processes wherever possible.
- We will collect and share data and insights to evolve towards 'one version of the truth'.
- We will use evidence to inform our strategy including the continuous learning collected from communities and regularly review outcomes, spend, and cost to adjust our services
- We will secure value for money and social value from commissioned services
- We will adopt existing technologies in place of custom-built applications, supporting interoperability between systems.

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Our future strategic operating model in more detail

Residents

1 Digital-enabled contact

Level 0: Pre-front door
Outbound contact and community assets

Level 1: Digital front door and self-service
Automated voice and automated chat enabled by Gen AI

Level 2: Universal hub
Automated voice and automated chat enabled by Gen AI

Place	Adults, Housing, & Health	Children's Services

Level 3: Expert and Specialist Teams
Expert response for complex queries and assessments

2 Locality based leadership & delivery

Triage to services

Centralised capability
Specialist and low volume services

Locality 1 | **Locality 2** | **Locality N**

Drives solution delivery

Engage communities to understand need

Agree priorities & define services

Continuous learning to evaluate effectiveness

3 Strategic leadership & commissioning

Delivers corporate strategy

Informed by community learning

4 Corporate enabling services

Strategic Corporate Services

Policy & democracy	Human Resources & OD	Corporate Finance	ICT	Risk

Transformation	Business Intelligence & Performance	Partnerships	Communication & Engagement

PRINCIPLES AND VALUES – LOCALITY OPERATING MODEL

The building blocks

01
RELATIONAL

Recognise the uniqueness of each resident and community

Our goal is to build relationships between teams and between staff and residents and let solutions emerge

Bespoke by design
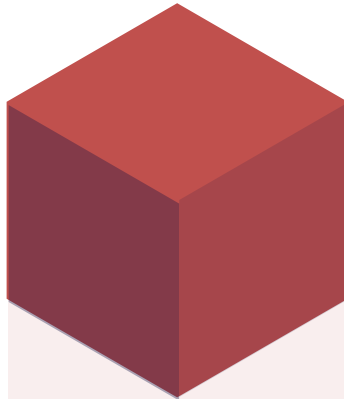
02
STRENGTHS & ASSETS-BASED

Start with what's strong, not with what's wrong.

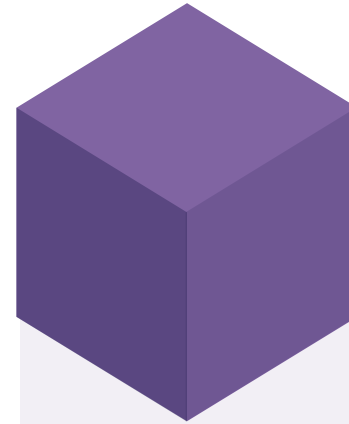Deploy the operating capacity the resident, their entire community and partners

03
ENABLING

Devolve power, resources & decision making downwards

Do '**with & by**' not '**to & for**'. Integrated solutions not siloed functional interventions.

Empower staff to do the right thing and communities to help themselves

04
PREVENTATIVE

Intervene at the earliest possible opportunity

Thresholds are an accelerator to cost

05
CONTINUOUS LEARNING

Continuous learning is the strategic system management tool

Enable innovation

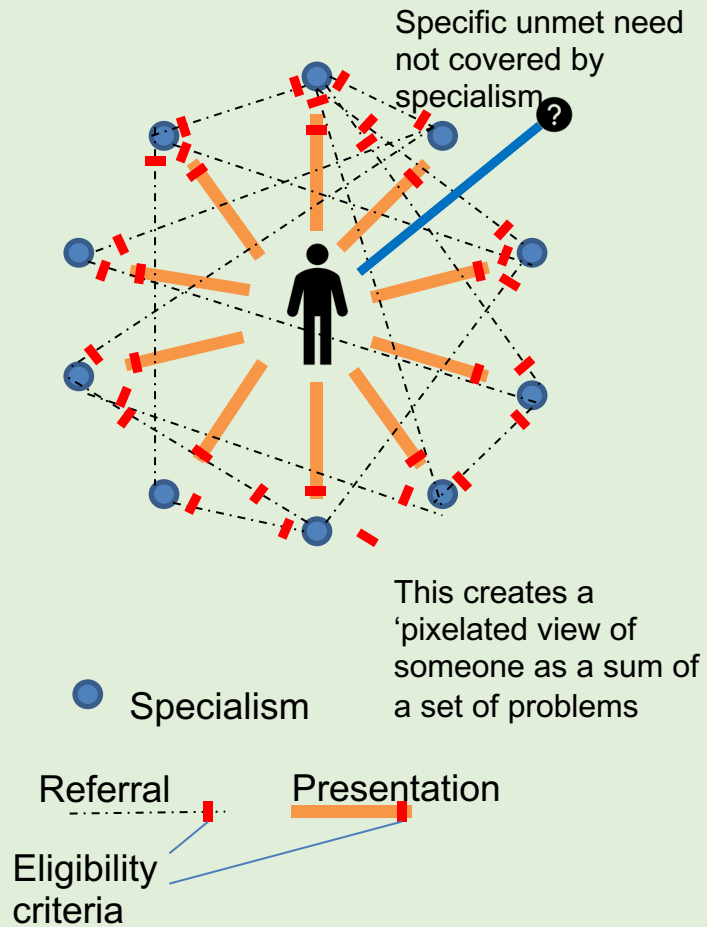Facilitate continuous reflection on what works & what's stopped working & adjust accordingly
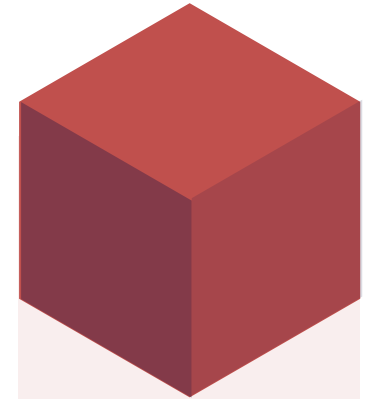
06
EQUALITY

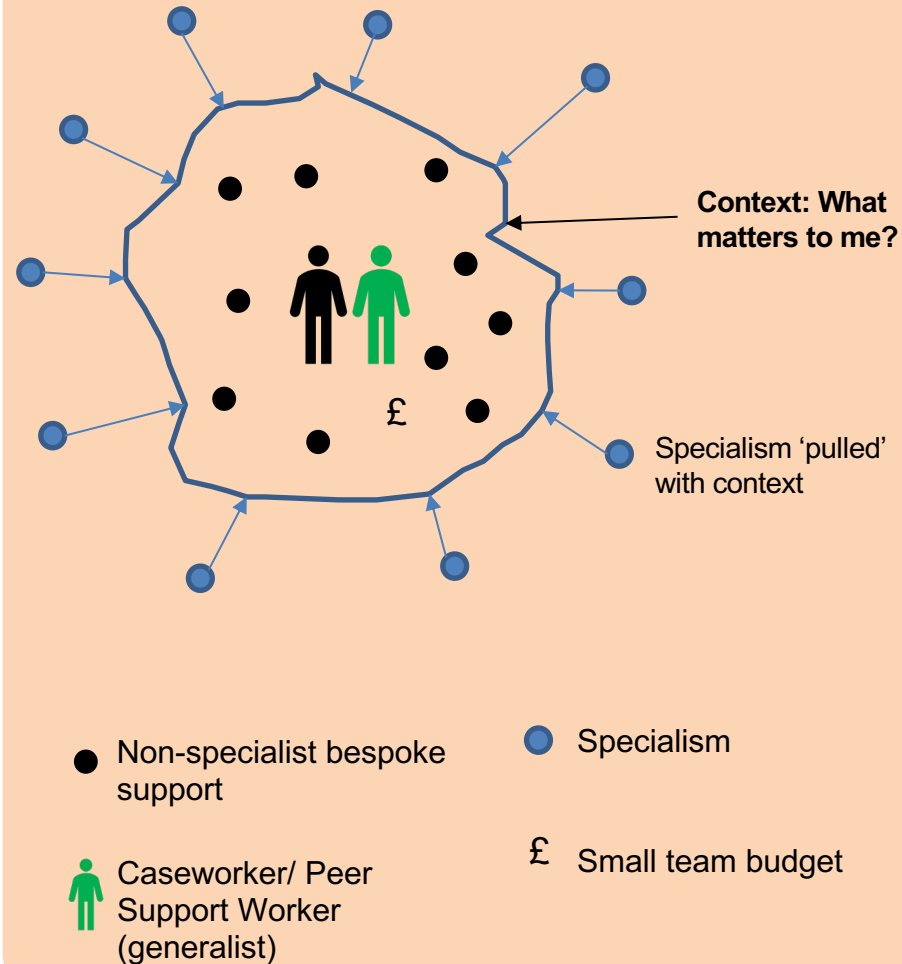Be comfortable with variation in priorities and services

But ensure devolved resources take account of variation in need

RELATIONAL PRACTICE: COMMUNITY CASEWORKERS

Current: Requires 'navigation'

Specific unmet need not covered by specialism

This creates a 'pixelated view of someone as a sum of a set of problems

● Specialism

Referral | Presentation

Eligibility criteria

Liberated Method: Starts with a relationship

Context: What matters to me?

£

Specialism 'pulled' with context

● Non-specialist bespoke support

● Specialism

Caseworker/ Peer Support Worker (generalist)

£ Small team budget

01 **Don't break the law**

02 **Don't break the bank**

03 **Do no harm**

04 **Build a relationship to determine what is important**

05 **Hold the case. Do not refer on. Pull help in.**

06 **Rooted in the community. No assessment. Open access**

07 **No set intervention or service delivery**

08 **No targets, metrics or bureaucracy but capture the learning**

09 **As long as it takes**

10 **20% time spent on understanding and building community capacity**