

# Devon County Council Operating Model

## Introduction

**Our purpose:** to promote the wellbeing of the citizens and communities of Devon.

**Our challenge:** to do so with almost 50% less government funding, rising demand and rapidly changing expectations.

We must now fundamentally rethink our organisation and our relationship with citizens and communities. Our vision; [“Better Together”](#) proposes a new partnership which enables people to build on their own strengths and improve things for themselves. This will mean working in a different way in the future.

## A new Operating Model

An operating model describes how an organisation works; its structure, processes and culture. Our new operating model will leave the conventional local authority model behind. We will organise ourselves around people rather than functions, focus on causes before consequences and concern ourselves more with outcomes than outputs.

This new operating model will help ensure that the vision can be achieved with limited government funding, and that outcomes are sustained and improved in the longer term.



## How will it be used?

The operating model is a high-level framework for change which we will use to:

- review our strategic direction and our readiness and capacity – that is where are we now in relation to the operating model’s commitments, which plans we already have in place and what else we need to do or need to stop doing to meet those commitments
- talk to staff and stakeholders about the overall direction of change
- ensure that our business planning, service reviews and savings proposals support the commitments set out in **Better Together** and the operating model.

The environment we operate in has changed dramatically. A new way of working is needed to improve outcomes, save money and enable Devon’s citizens and communities to thrive.

## The Model

### Strategy: Leading and enabling

#### We will:

- **focus on shared outcomes** by developing an outcomes framework based on *Better Together*, and working as one council and in partnership to achieve it
- **reduce future demand and costs** by moving resources from acute services towards prevention and early intervention
- **enable citizens and communities to manage their own wellbeing** by personalising more services, offering more opportunities for communities to support themselves and accelerating the devolution of power and resources
- **encourage the community, voluntary and private sector to achieve outcomes and extend choice** by enabling the voluntary and community sector to thrive, and stimulating the growth of new enterprise to meet social needs.

### Structure: Flexible and Responsive

#### We will:

- **build a strong commissioning and enabling core** by commissioning for outcomes as one council and in partnership
- **work flexibly as part of a wider public service community** by becoming a more open organisation which is better integrated with partners
- **freely collaborate across the organisation and with partners** by improving the way we share expertise and resources
- **save money while improving outcomes** by working smarter, and further reducing our estate and service costs.

### Systems: Whole Person, Whole Place, Whole System

#### We will:

- **focus on whole person, whole place and whole system** by understanding whole systems across the organisation and in partnership, putting the customer first, managing demand and revising our processes to improve value and eliminate waste
- **commission for outcomes** by adopting a commissioning model and following the commissioning cycle (analyse, plan, do, review) for everything we do
- **be digital by design** by using social networks effectively and maximising the amount of business done electronically
- **invest for long-term benefit** by basing decisions on a sound understanding of long-term social, economic and environmental costs and benefits.

## Culture: Collaborative, enterprising and innovative

### We will:

- **work hand in hand with communities** by enabling them to identify their own priorities, and design and implement their own solutions
- **be more resourceful** by exploring new ways to fund, improve and sustain local services
- **foster creativity, innovation and learning** by encouraging and supporting people to innovate, and to challenge existing ways of working
- **be fully open and transparent** by making our information and intelligence available and of real value to citizens and communities.

## People: Flexible and empowered

### We will:

- **adapt to a complex environment** by improving workforce planning and performance management to build and retain leadership, and commercial and creative capacity
- **share people and knowledge** by improving working across organisations and pulling in specialist expertise as needed
- **work flexibly** by modernising our working practices to enable and empower people to work more flexibly and autonomously
- **demonstrate and promote our values** by always behaving in accordance with the values 'lead, empower, trust' and acting with empathy, integrity and care

## Skills: To facilitate innovation & change

### We will:

- **strengthen decision-making** by putting insight and evidence at the heart of everything we do
- **drive better value service delivery** by building a strong base of commercial knowledge, continually seeking efficiencies, and adopting new delivery models
- **improve outcomes through partnership** by developing our collaboration and relationship skills, and promoting partnership working
- **help develop the wider public service community** by linking communities and social enterprises to training and business development support.