

Committee: Health & Wellbeing Board

Date: 1 October 2013

Agenda item: 8

Wards: All

Subject: Transformation Planning in Merton

Lead officer: Sophie Ellis, AD Business Improvement

Lead member: Councillor Linda Kirby

Forward Plan reference number:n/a

Contact officer: Sophie Ellis, AD Business Improvement

Recommendations:

- A. That the Board note the Council's approach to planning for delivery of transformation and improvement.
-

1 PURPOSE OF REPORT

- 1.1. To provide the Health and Wellbeing Board with an update on how LB Merton is coordinating and planning for transformation and improvement.

2 BACKGROUND

- 2.1. In 2009 the Council appointed Deloitte's to support an exercise to develop a series of target operating models (TOMs) across the council. As part of this process, a standard TOM methodology was embedded within the organisation that provided a framework for planning and managing transformation and improvement.
- 2.2. The methodology allows each business manager to develop their target operating model through focusing on the anticipated changes and potential opportunities across nine different layers:
- Customers – who are our customers now and how will that change in the future?
 - Channels – how do our customers contact us and access services now and how will/should that change in the future?
 - Services – what services are currently provided and how could/should this change in the future?
 - Organisation – what is the current and future delivery model? What does this mean for the way the business is structured and organised?
 - Processes – what business process support delivery of these services; are they fit for purpose and how will they be reviewed and revised?
 - Information – what information is needed and what information is held? Are there data quality issues? Who could information be shared with?

- Technology – what technology and devices are needed now and how might this change in the future?
- Physical locations – from where will services be delivered?
- People – are the right skills and experience available?

3 DETAIL

3.1. In the summer of 2012, each service within the council, led by DMTs, refreshed its target operating model (TOM), developing an ambitious vision for the business for the coming 5-10 years.

3.2. Communities & Housing (C&H) DMT have developed a departmental TOM also, setting out the strategic vision for the department.

3.3. Throughout 2013 work has been underway to plan for delivery of the TOM. Two separate outputs are currently being drafted:

3.3.1 **Layer Strategies:** A series of succinct documents that state clearly – at a strategic level – the overarching strategy or plan each Department will adopt in relation to each of the TOM segments (see above). These will be used to inform and refresh the council’s underpinning strategies such as the IT, Workforce and Accommodation Strategies etc. Where the strategies include activity that cannot be funded from mainstream budgets, business cases will need to be developed to secure transformational investment (from earmarked reserves). These are to be considered by the Merton 2015 Board in November.

3.3.2 **Transformation Delivery Plans:** A document that sets out the activities and projects (over and above core business-as-usual) that the department will need to deliver in order to create the proposed TOM, including timescales, costs and interdependences. This will be used by DMT going forward to monitor and track progress in achieving the TOM.

3.4. Both of these outputs are to be completed by December 2013.

4 ALTERNATIVE OPTIONS

4.1. A range of different approaches and methodologies towards TOM design and development exist. The organisation continues to use the same framework in order to ensure consistency and that it is embedded within the organisation as part of the culture of continuous improvement.

5 CONSULTATION UNDERTAKEN OR PROPOSED

5.1. Through the Merton 2015 Board, a range of stakeholders have been engaged in the development of the approach, and in the design of the departmental TOMS as part of a peer review process.

6 TIMETABLE

6.1. Merton 2015 will consider business cases for investment resources in November 2013.

6.2. All layer strategies and final departmental delivery plans are expected by December 2013.

6.3. It is anticipated that all relevant corporate strategies will be refreshed by March 2014.

7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

7.1. The TOM process will take account of, and work in the context of, the Medium Term Financial Strategy.

7.2. All property implications will be captured as part of the Accommodation and Asset Management Strategies.

8 LEGAL AND STATUTORY IMPLICATIONS

8.1. No impact.

9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

9.1. Equality Impact Assessments will be undertaken as required for specific service changes.

10 CRIME AND DISORDER IMPLICATIONS

10.1. There are not expected to be any crime and disorder implications.

11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

11.1. All risks, assumptions, issues and dependencies will be actively managed as part of the programme.

11.2. There are not expected to be any H&S implications.

This page is intentionally blank