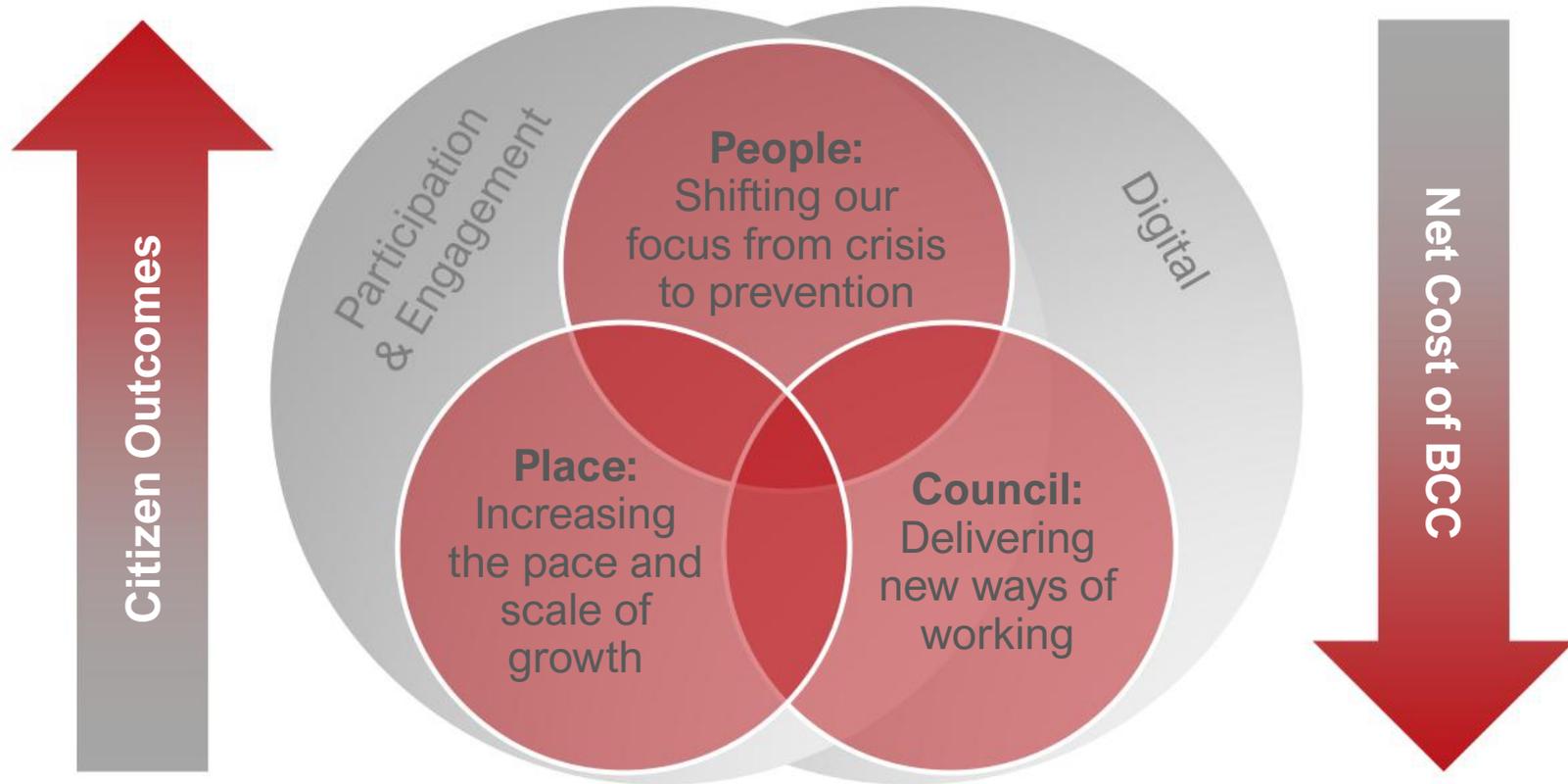


# Transformation Programme Assurance

Audit Committee, 30<sup>th</sup> September 2021

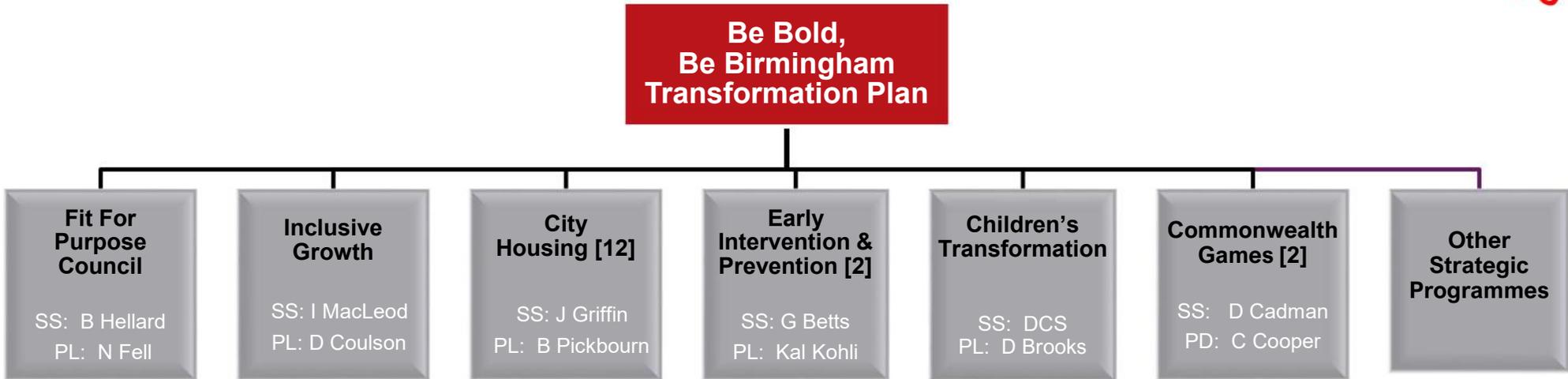


# The Transformation Plan & 'Investing in our Future'



# Programme Structure

WORK IN PROGRESS



## Role Abbreviations

SS: Strategic Sponsor  
OS: Operational Sponsor  
PD: Programme Director  
PL: Portfolio Lead  
PM: Project / Programme Manager

# Programme Reporting



# Monthly Reporting Cycle - Purpose

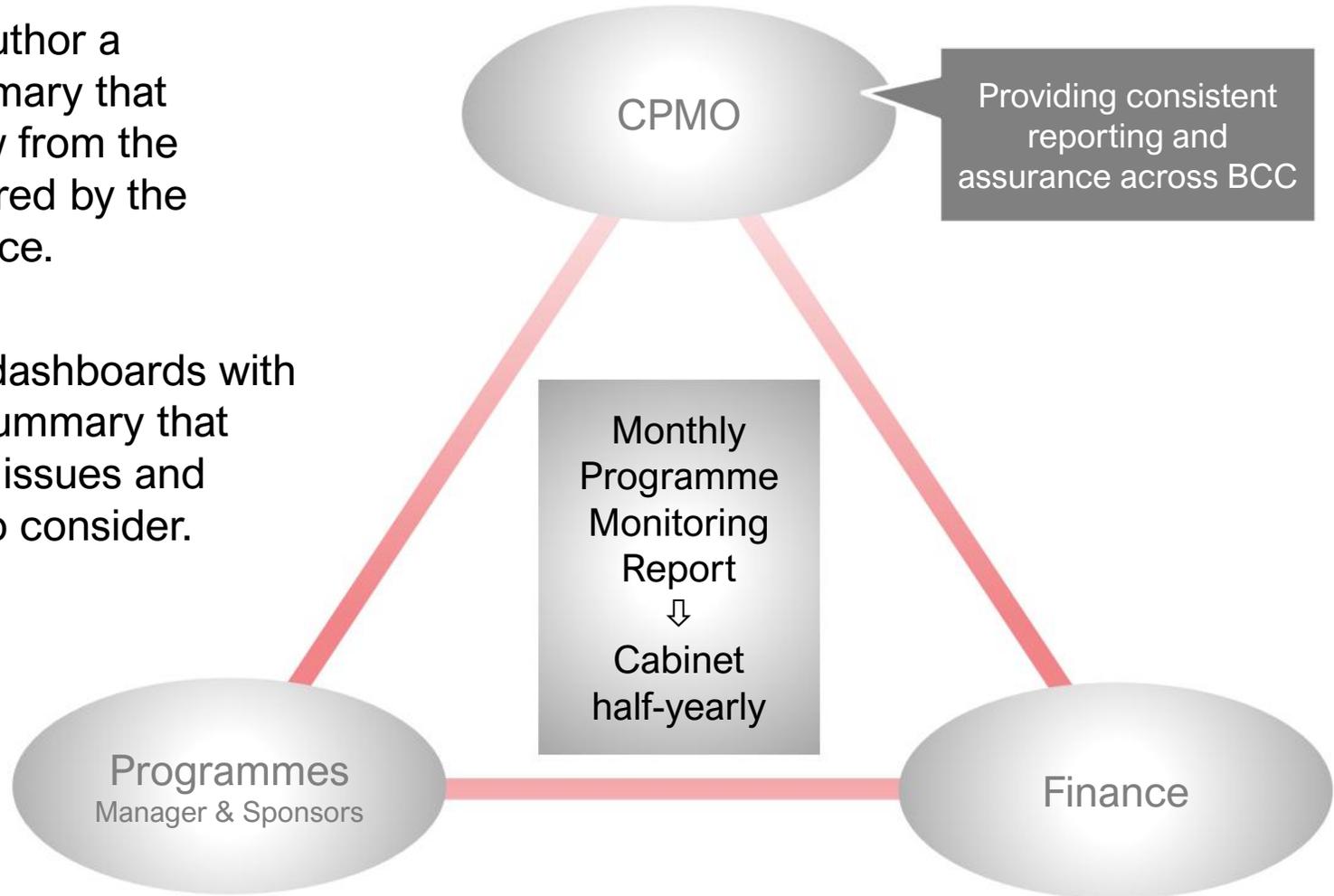
Provide the organisation with a digestible and actionable, exception focussed, overview of programme status (delivery & money) that is produced collaboratively and independently assured by the CPMO and Finance.

Timely  
Risk-focussed  
Succinct  
Comprehensive  
Exception based  
Joined-up  
Evidenced  
No surprises  
Proportionate

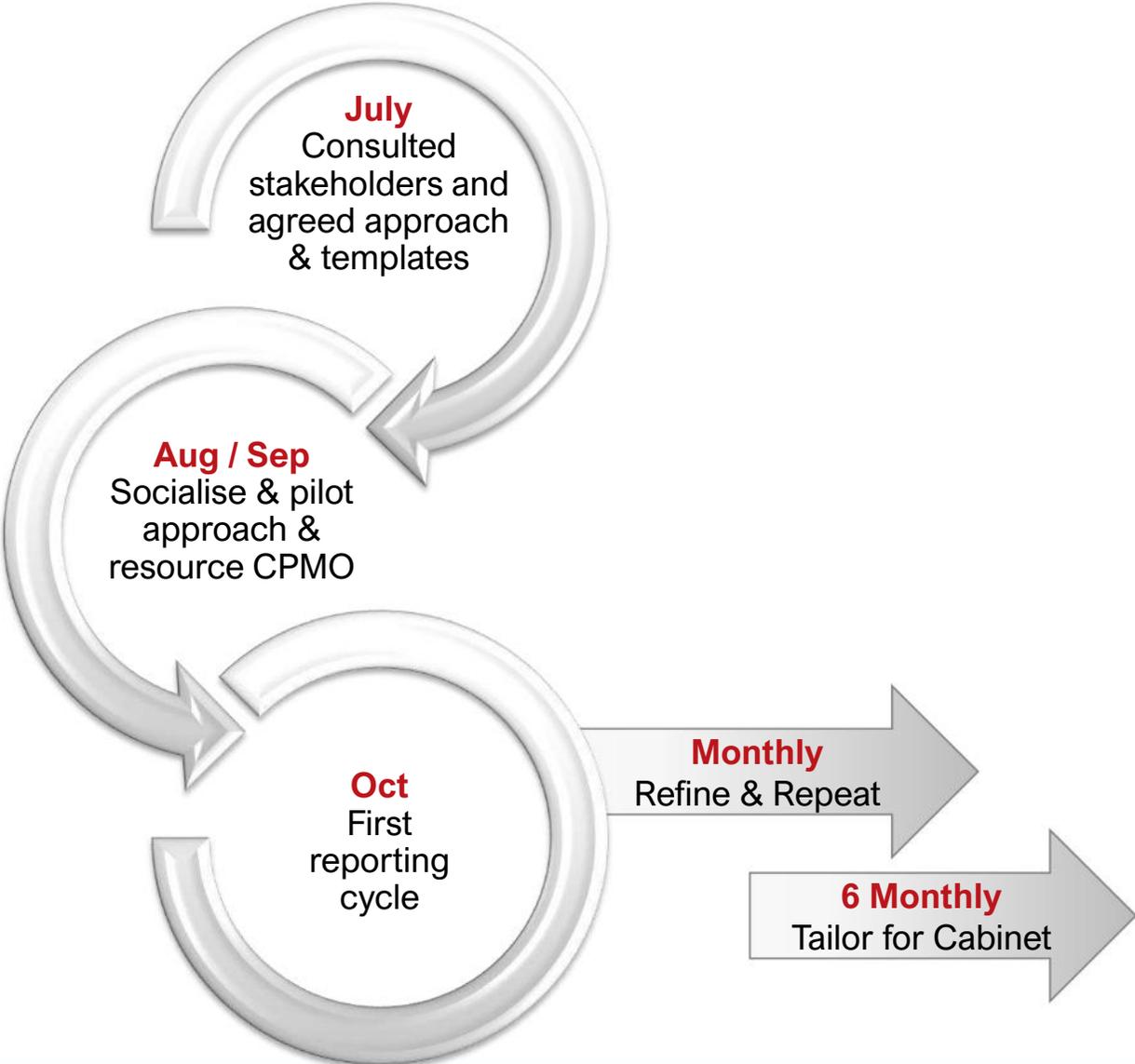
# Reporting Principles

Collaboratively author a programme summary that presents the view from the programme assured by the CPMO and Finance.

Report includes dashboards with an overarching summary that identifies the key issues and actions for CLT to consider.



# Reporting Development Timeline



# Programme Dashboard

Report Date	26 July 21	CPMO Summary	This Month:	Last Month:
Next GLT report date				
IT Budget Sponsor				
Operational Sponsor				
Programme Manager				
Programme Lead				
City of Birmingham				

PM's Summary

Op Sponsor's Comments

Category and Income	2021/22	2022/23	2023/24	2024/25	2025/26	Total	% Total
Agreed MTB							
Customer							
Car Hire							
Leisure							
Commercial							
Take Back							
Net Shortfall (Green)							
Capital Grants (Green)							
Approved WFOC							
PM's RAG							
Comment							

Finance Comments

Costs	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Revenue						
Capital						
CPMO						
Comments						

Total Original Budget	
Revenue	
Capital	

Summary Plan
Plan is well met as of DATE XXX GLT

#	Action	Impact	Status
1			Complete
2			On Track
3			At Risk
4			Overdue
5			

#	Planned Action	Expected Impact	Status
1			Complete
2			On Track
3			At Risk
4			Overdue
5			

	Assessment Criteria	# Weeks		Narrative / referencing evidence where possible	# Weeks	
		Less	More		Less	More
Objectives	Plan agreed and on track to deliver agreed outcomes & savings					
	Appropriate resources in place					
	Change impact identified, acceptable and sustainable					
	Staff and customer buy-in and resistance managed					
Dependencies	Risks well understood and actively managed					
	Issues well understood and actively managed					
	Dependencies well understood and actively managed					
	Specify any programme specific assessment criteria					
Summary	Specify any programme specific assessment criteria					
	Specify any programme specific assessment criteria					

Main activities since last update			
#	Action	Impact	Status
1			Complete
2			On Track
3			At Risk
4			Overdue
5			

Planned activities for next period			
#	Planned Action	Expected Impact	Status
1			Complete
2			On Track
3			At Risk
4			Overdue
5			

CPMO Assessment					
Assessment Criteria	PM RAG		Narrative - referencing evidence where possible	PMO RAG	
	Last Month	This Month		Last Month	This Month
Delivery & Change	Plan agreed and on track to deliver agreed outcomes & savings	Red	Yellow		
	Appropriate resources in place	Yellow	Green	Red	Yellow
	Change impact understood, acceptable and sustainable				
	Staff and customer buy-in and resistance managed				
Risks, Issues & Dependencies	Risks well understood and actively managed				
	Issues well understood and actively managed				
	Dependencies well understood and actively managed				

XXX PROGRAMME NAME XXX - Programme Dashboard as at 26 Jul 21

Current Status
Direction of Travel

Report Date	26 July 21
Last CLT report date	
Strategic Sponsor	
Operational Sponsor	
Programme Manager	
Portfolio Lead	
CPMO Rep	
Finance Rep	

CPMOs Summary		This Month	Last Month

PMs Summary

Op Sponsor's Comments

Savings and Income							
£'000	2021/22	2022/23	2023/24	2024/25	2025/26	Total	% Total
<b>Agreed MTFS</b>							
Delivered							
Low risk							
Medium risk							
High risk							
To Be Confirmed							
Total Forecast							
Net Shortfall / (Excess)							
Cumltv Shrtfil/(Excess)							
Proposed Write-Off							
PM's RAG Comment							

Finance Comments

Costs																		
£'000	2021/22			2022/23			2023/24			2024/25			2025/26			Total		
	Budget	Actual	Var	Budget	4cast	Var	Budget	4cast	Var									
Revenue																		
Capital																		
CPMO Comments																		

<b>Total Original Budget</b>
Revenue
Capital

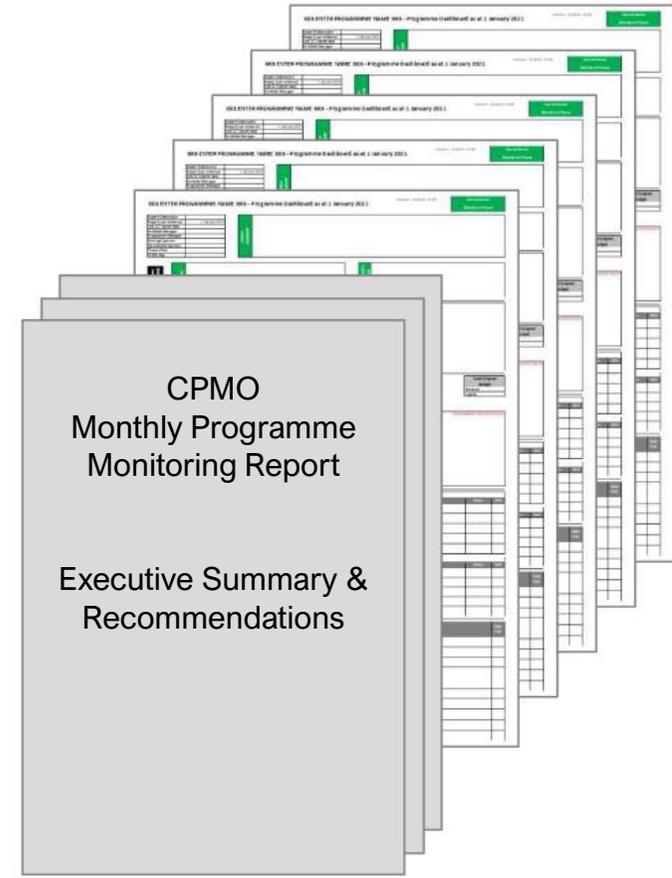


# Programme Report

Dashboards are collated and appended to a report that summarises the exceptions, risks and issues and proposes recommended actions to agree.

The report includes a summary of RAG status over the life of the programmes:

Programme	Frequency	S	O	N	J	Feb	Mar	Apr	May	Jun	Jul
<b>Portfolio 1</b>											
Programme 1	Monthly	↓	↓	↓	↑	↓	↓	↓	↓	↓	↓
Programme 2	Monthly	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Programme 3	Monthly	↓	↓	↑	↑	↓	↓	↓	↓	↓	↓
<b>Portfolio 2</b>											
Programme 5	6-monthly			↓					↓		
Programme 6	Bi-Monthly	↓	↓	↓		↓		↓		↓	
Programme 7	Monthly					↓	↓	↓	↓	↓	↓

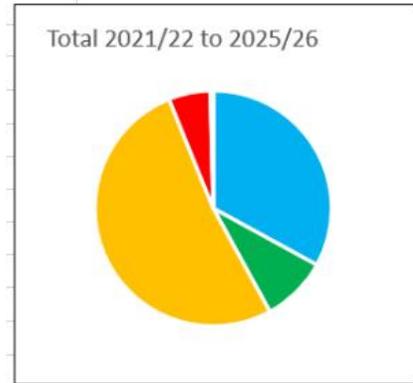


The report will also present a summary of the savings tracker and the cost tracker...

# Savings Tracker

The report will also present a summary of the savings tracker  
This will RAG score all savings targets in the MTFS...

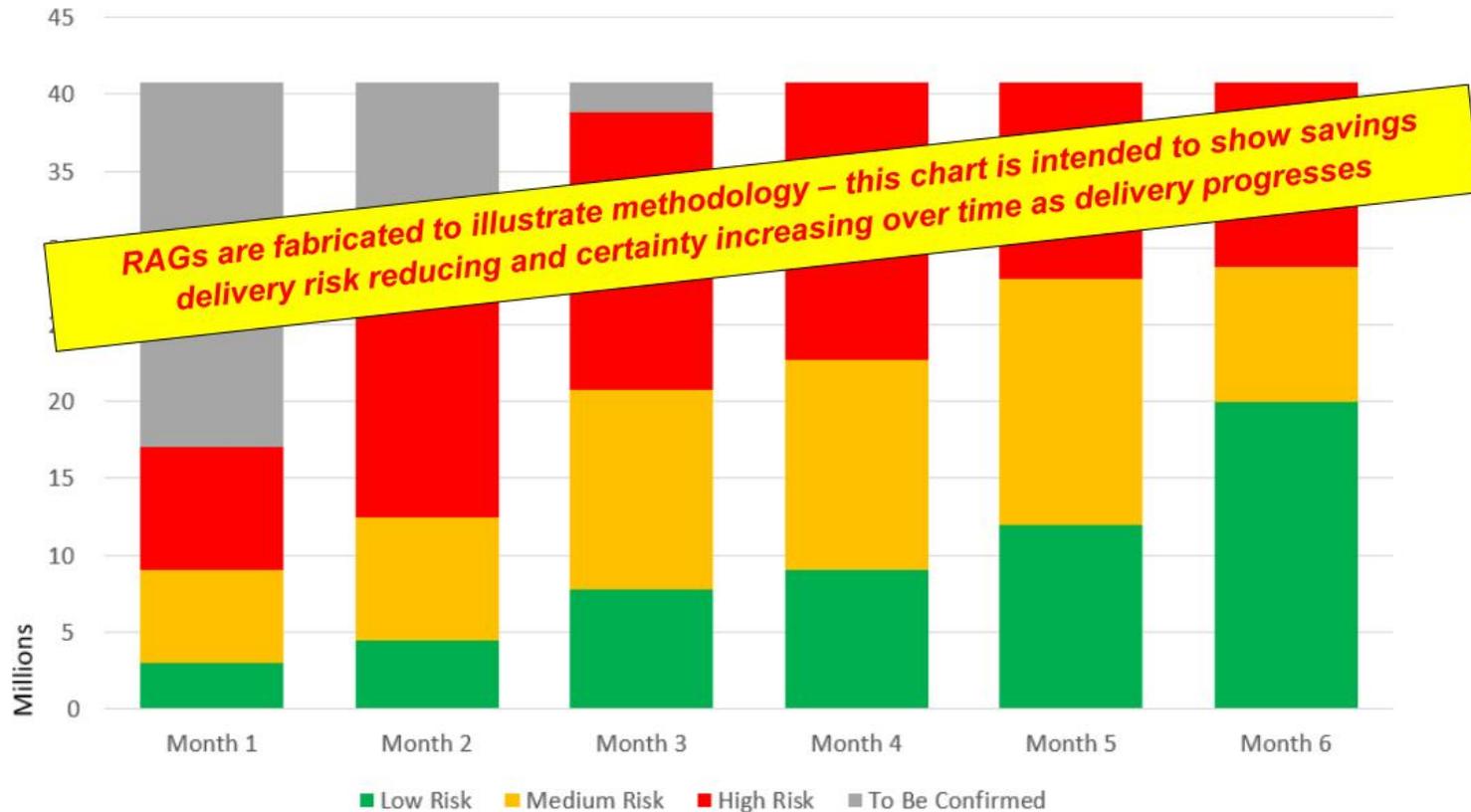
£'000	2021/22	2022/23	2023/24	2024/25	2025/26	Total	% of Target
<b>Agreed MTFS</b>	<b>33,051</b>	<b>44,223</b>	<b>(37,847)</b>	<b>1,295</b>		<b>40,722</b>	
<b>Delivered</b>			<b>(39,500)</b>			<b>(39,500)</b>	<b>(97.0%)</b>
<b>Low Risk</b>	9,978	863				10,841	26.6%
<b>Medium Risk</b>	21,805	38,636	1,588	54		62,083	152.5%
<b>High Risk</b>	729	4,798	54	1,241		6,822	16.8%
<b>To Be Confirmed</b>	539	(74)	11			476	1.2%
<b>Total Forecast</b>	<b>33,051</b>	<b>44,223</b>	<b>(37,847)</b>	<b>1,295</b>		<b>40,722</b>	<b>100.0%</b>



**RAGs are fabricated to illustrate methodology**

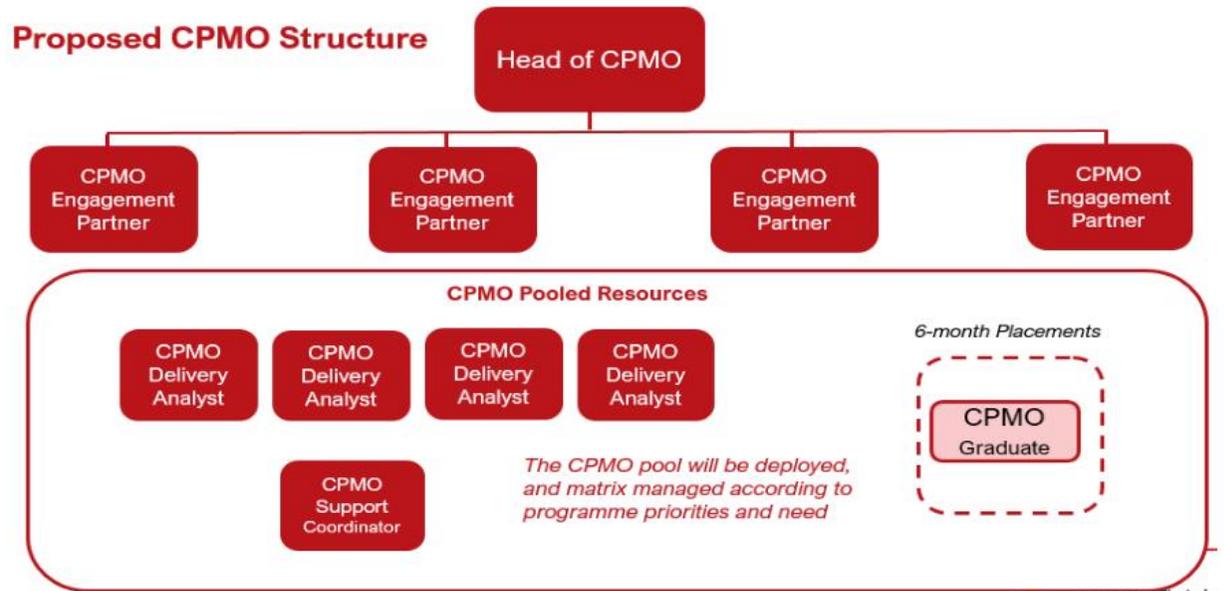
# Savings Tracker

...and a summary showing how the risk/certainty of savings has changed over time...



# CPMO Resourcing

- Work is in progress to fill the approved CPMO structure
- JDs are being agreed and evaluated
- Initial recruitment is focussed on creating immediate interim capacity to support the programme monitoring mechanism
- Permanent recruitment will follow
- We are creating a right-sized, fit for purpose and sustainable CPMO function



# Next Steps

- First programme monitoring report mid-October ...then refine and repeat monthly
- Evolve and clarify overall programme scope & structure, including savings / income
- Complete recruitment of CPMO resources
- Establish the permanent, sustainable assurance mechanism

**...and ensure the programme is delivered to agreed timescales / budgets delivering improved citizen outcomes**

