

Transformation Programme Assurance

Audit Committee, 30th 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

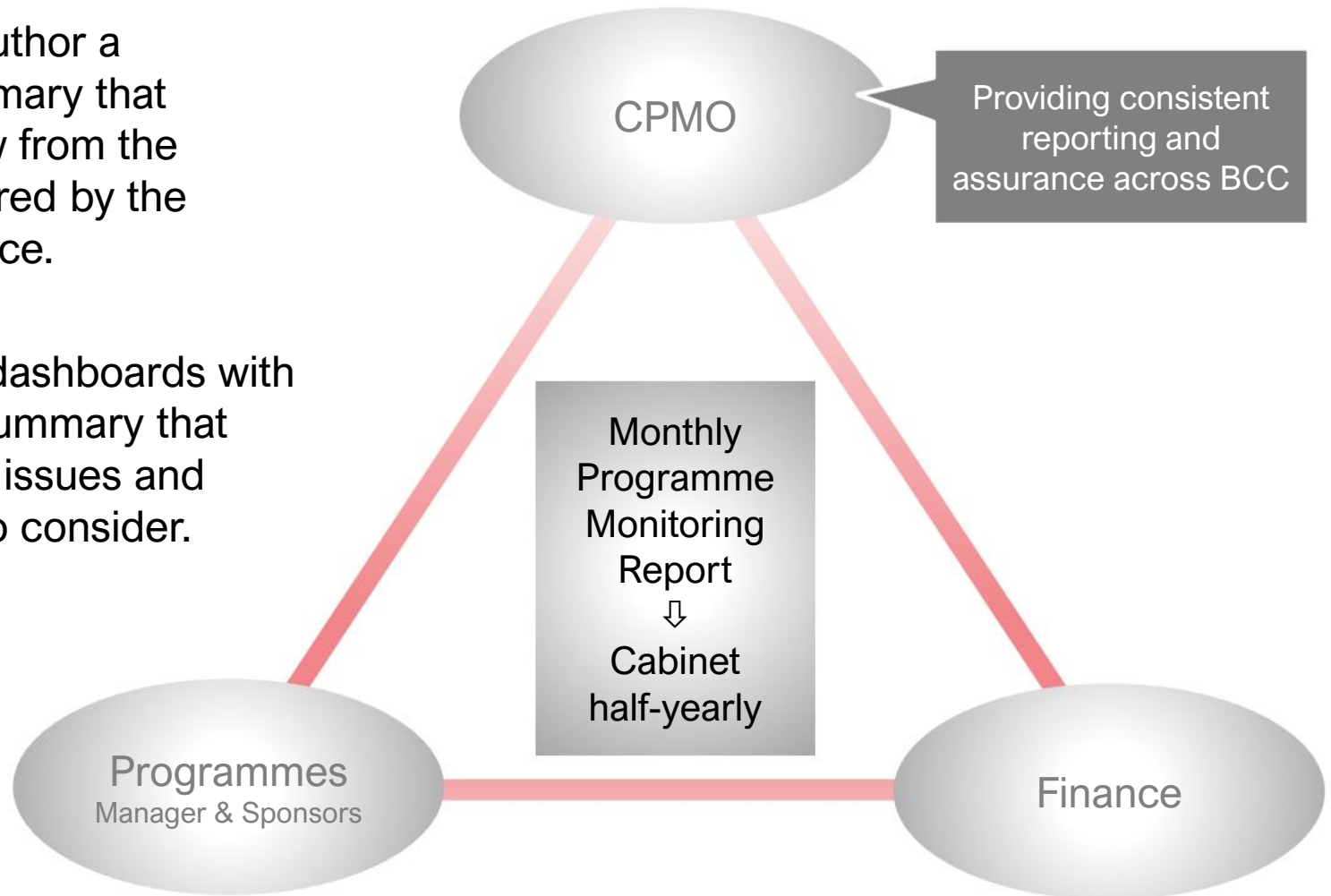
Provide the organisation with a digestible and actionable, exception focussed, overview of programme status (delivery & money) that is produced collaboratively and independently assured by the CPMO and Finance.

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

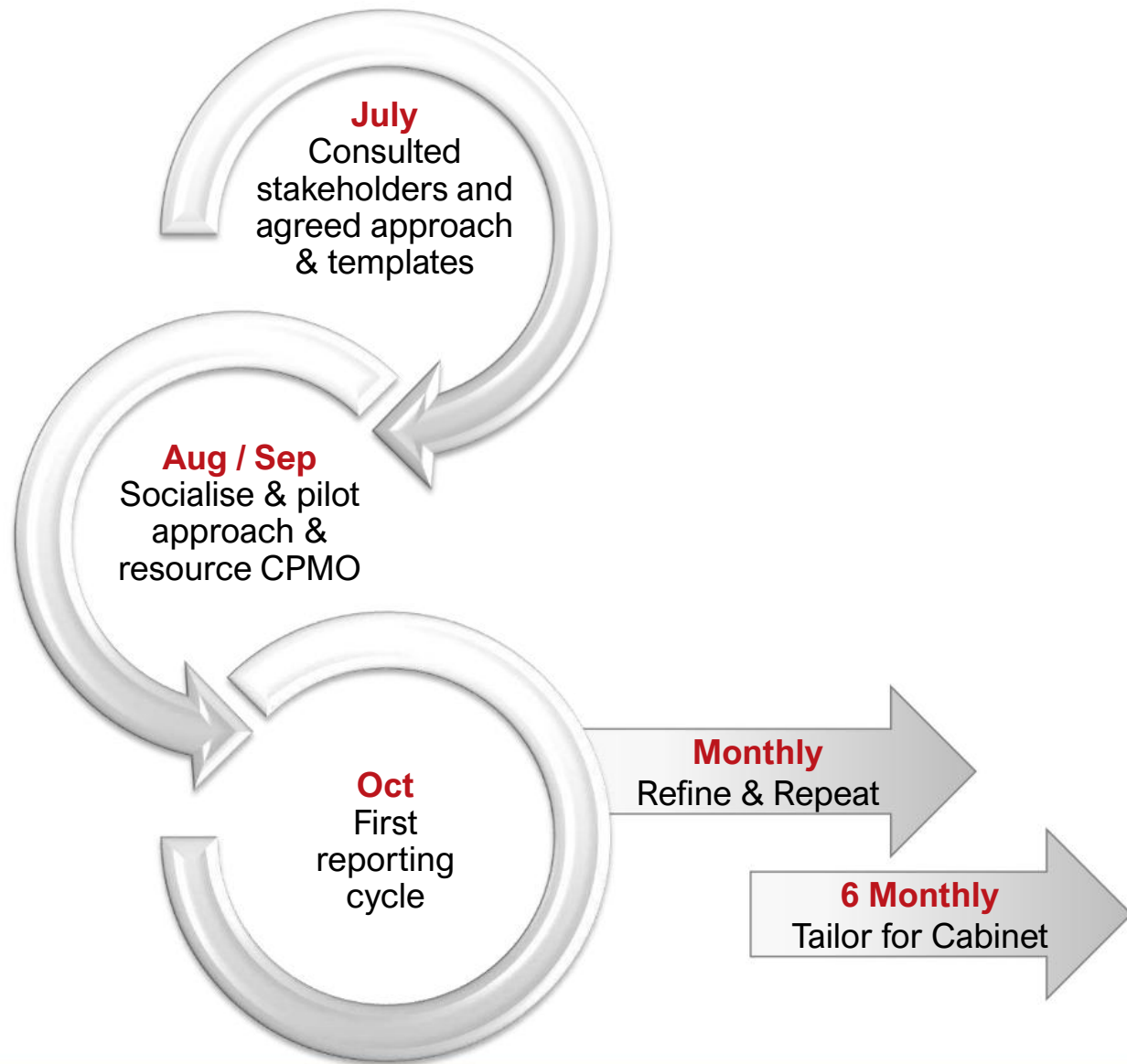
Reporting Principles

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



Making a positive difference every day to people's lives

[illegible]

Summary Plan			
Plan baselined at XXX DATE XXX CLT			

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					
	Appropriate resources in place					
	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					

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

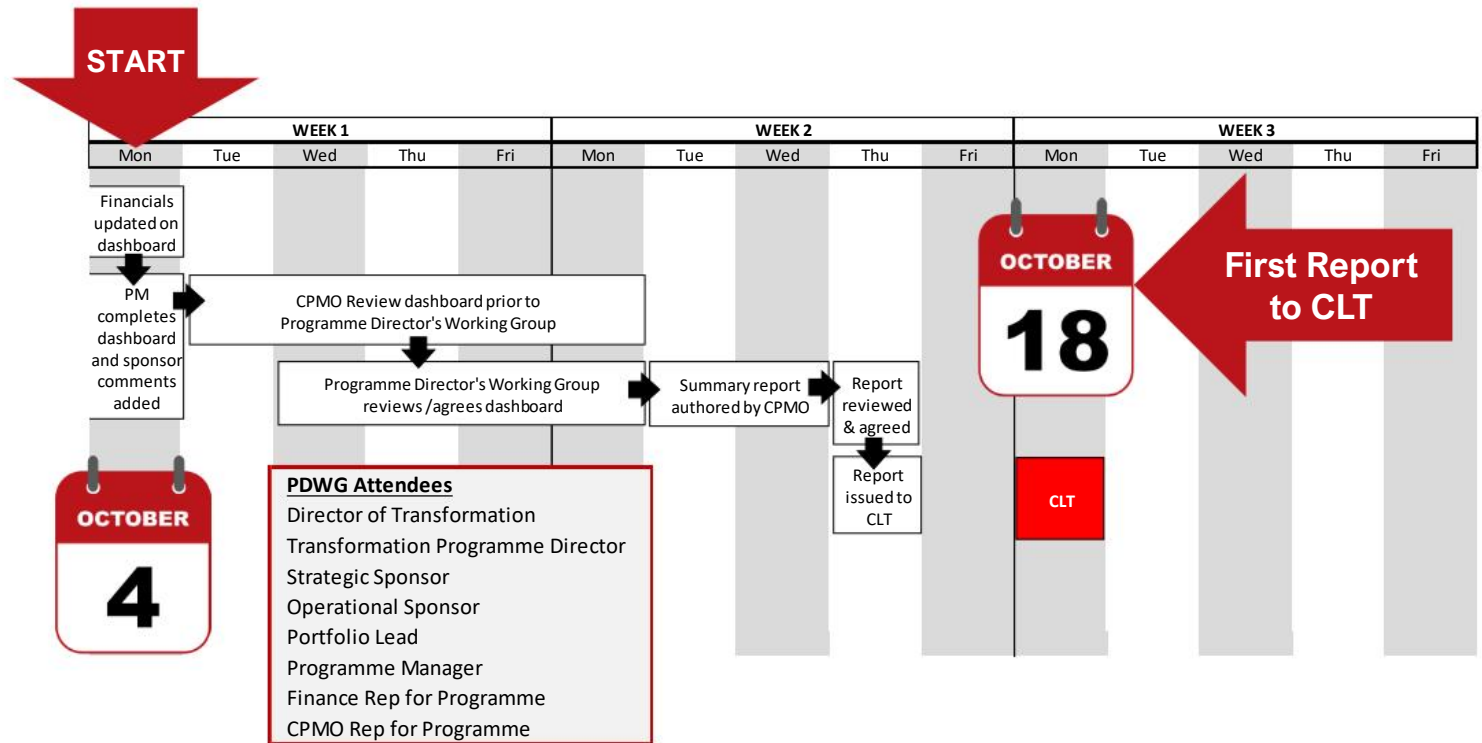
Savings and Income							
£'000	2021/22	2022/23	2023/24	2024/25	2025/26	Total	% Total
Agreed MTFS							
Delivered							
Low risk							
Medium risk							
High risk							
To Be Confirmed							
Total Forecast							
Net Shortfall / (Excess)							
Cumltv Shrtfll/(Excess)							
Proposed Write-Off							
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	Budget	4cast	Var	Budget	4cast	Var	Budget	4cast	Var
Revenue																		
Capital																		
CPMO																		
Comments																		

Total Original Budget
Revenue
Capital

Programme Monitoring Cycle

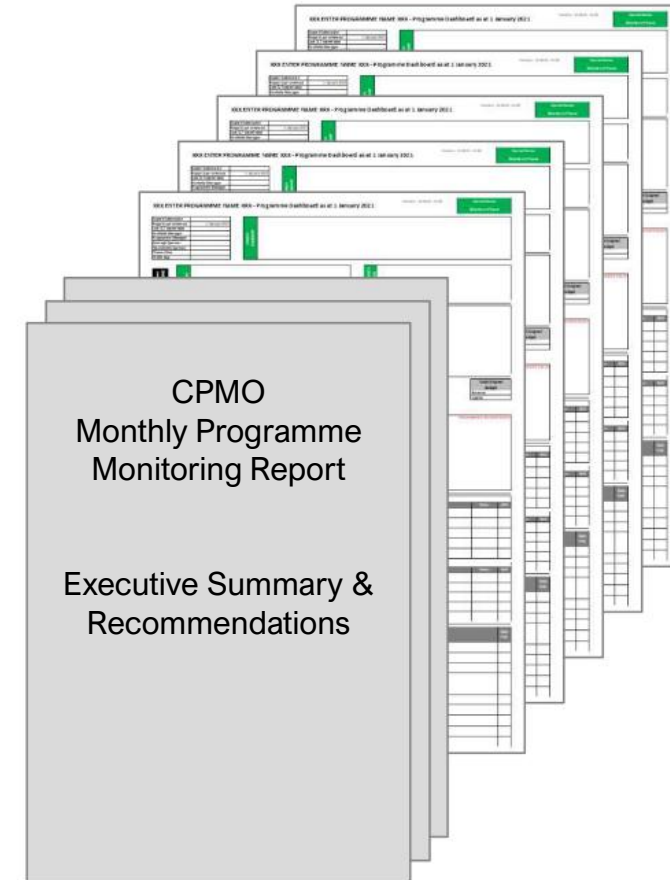


Programme Report

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
Portfolio 1											
Programme 1	Monthly	↓			↑		↓		↓		
Programme 2	Monthly				↓						
Programme 3	Monthly			↑	↑			↓			
Portfolio 2											
Programme 5	6-monthly										
Programme 6	Bi-Monthly			↓							
Programme 7	Monthly										



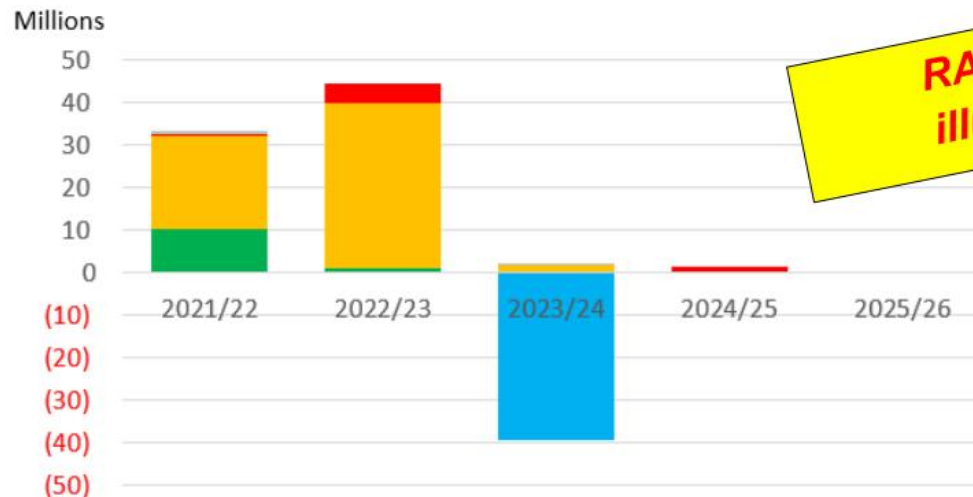
The report will also present a summary of the savings tracker and the cost tracker...

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
Agreed MTFS	33,051	44,223	(37,847)	1,295		40,722	
Delivered			(39,500)			(39,500)	(97.0%)
Low Risk	9,978	863				10,841	26.6%
Medium Risk	21,805	38,636	1,588	54		62,083	152.5%
High Risk	729	4,798	54	1,241		6,822	16.8%
To Be Confirmed	539	(74)	11			476	1.2%
Total Forecast	33,051	44,223	(37,847)	1,295		40,722	100.0%

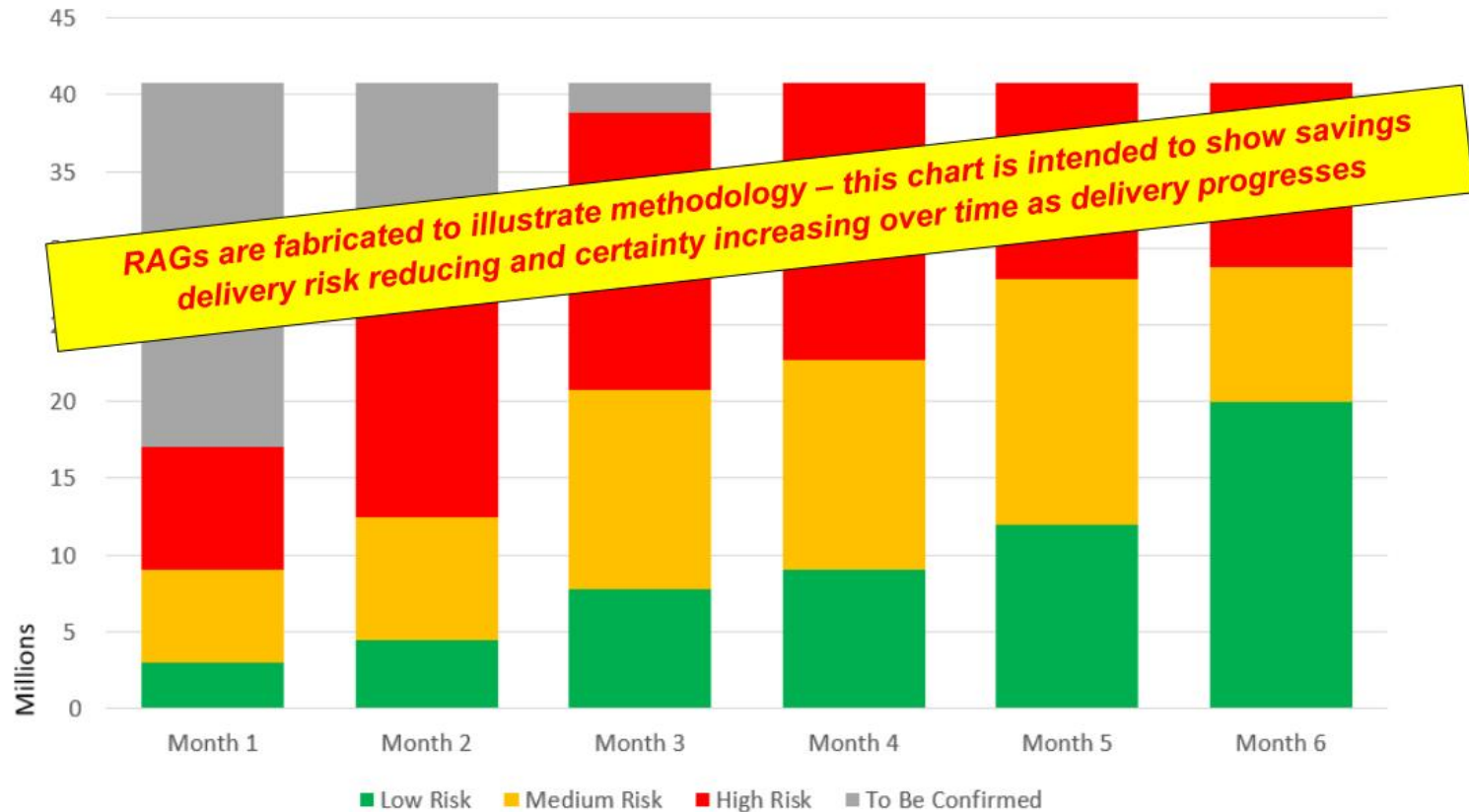
Total 2021/22 to 2025/26



RAGs are fabricated to illustrate methodology

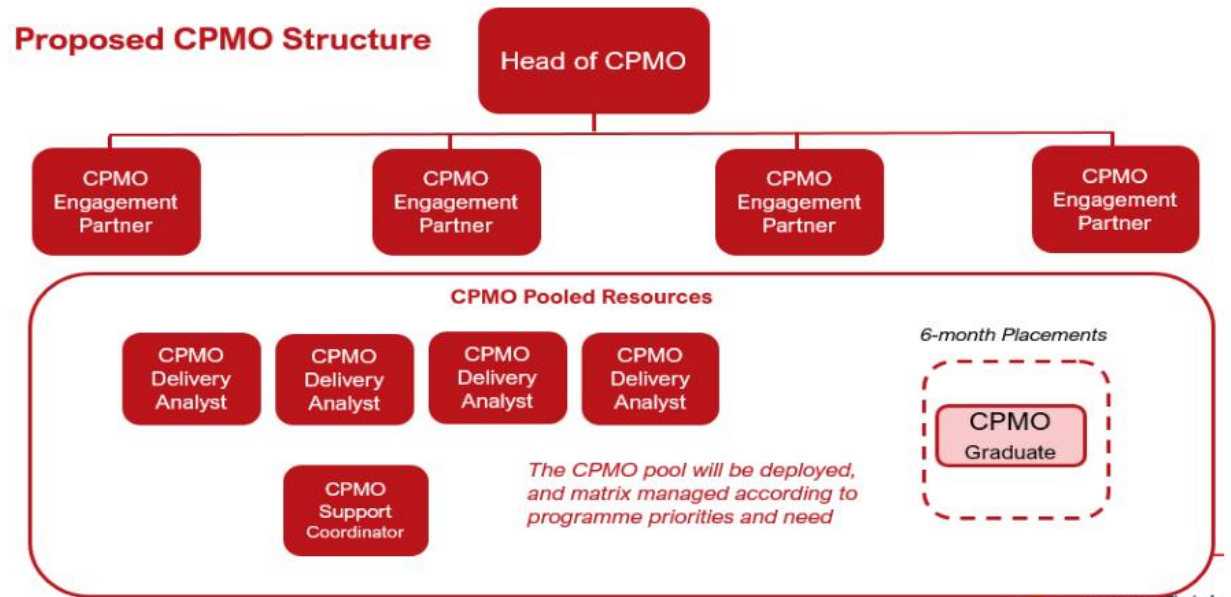
Savings Tracker

...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

