

Invest to Save Initiatives

Delivery Plan Reserve and Transformation Programme – January 2022.

1. Transformation Programme

1.1 Establishing programme architecture to support the delivery of the Delivery Plan and the associated programmes of work has been underway for several months. The Transformation Programme structure is being defined and development of the associated architecture to support delivery has been progressing well. The development of outline business cases, programme artefacts and discovery/feasibility work are continuing across the programme.

1.2 Reporting mechanisms and assurance processes are in place and the embedding of these monitoring arrangements is underway. The expediting and driving forward key areas of activity has been enabled due to specialist programme capacity and support.

1.3 The Transformation programme is centred on three main themes;

- Shifting our focus from crisis to prevention.
- Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives
- New ways of working and creating a fit for purpose Council for the future.

1.4 These three key themes have been used to create a portfolio structure to support development of the significant programmes of work needed to deliver them.

1.5 In recent months a number of programmes have taken reports, outline business cases and target operating model proposals to Cabinet for approval. These programmes report regularly on progress of delivery and implementation.

- Acceleration of City Housing Transformation to Enable Reduction in Temporary Accommodation
- Customer Service Strategy and Delivery Programme
- New Ways of Workings
- East Birmingham Inclusive Growth Programme*
- Education and Skills Transformation Programme including Send Improvement and Home To School Transport
- Route to Zero*
- HR and Organisational Development (People Services)Transformation*

1.6 There are also several programmes scheduled to bring business cases to Cabinet for approval in the next few months.

- Perry Barr 2040 -Masterplan and Delivery Plan (February)
- Our Future City Plan (May)
- Connected Digital City (April)

*Programmes allocated funding sources other than the Delivery Plan reserve or the allocated draw down.

1.7 Subject to Medium Term Financial Plan approval in February, it is anticipated that a further set of savings initiatives will form part of the programme. The CPMO have mechanisms in place to rigorously track savings delivery and progress against plans. This will be reported regularly as part of the Transformation programme monitoring process.

2. Delivery Plan Reserve

2.1 Initial sourcing of appropriate support for the organisation, was funded primarily by the Transformation Fund (£5.25m). With regards to the Transformation Fund, the total spend to date 2021/22 Quarter 3 is £2.1m with a remaining £0.9m. Of this amount, £0.7m is committed leaving a remainder of £0.2m uncommitted funds.

2.2 As part of the decision to use the Delivery Plan Reserve to accelerate Transformation, Cabinet agreed in April 2021, that funds from the Delivery Plan Reserve would be released in to a corporate budget and allocations from this budget would be delegated to the Chief Executive in consultation with the CFO, City Solicitor, Leader of the Council and Cabinet Member for Finance and Resources.

2.3 This process is managed by the CPMO and the Invest to Deliver Group was established to ensure due diligence, they review and recommend funding requests for approval. They also provide oversight and challenge through the business case development process.

2.4 An initial £5M was also approved by Cabinet in April 2021 from the Delivery Plan Reserve to advance business case development and programme support. A second further draw down of £5M was approved in July 2021, this was to enable and expedite programme management support across the Portfolios within the Transformation Programme and specialist capacity to lead and drive forward key areas of activity.

2.5 An additional £10m was approved by Cabinet in November 2021 in order to support the pump priming of transformation at pace. Therefore, a total of £20m has now been approved by Cabinet for draw down, from the Delivery Plan Reserve.

2.6 The total amount approved by the Invest to Deliver group and the delegated allocation for spend to date is £12.8m although, not of all this will be spent in 2021/22. The request forecast for spend is £0.6m and the request pipeline forecast is £0.3m. This leaves a remainder of £6.3m unallocated funds.

2.7 The drawdown of Delivery Plan reserves has supported several key areas:

- Specialist Capacity & Programme Support to all three portfolios and key programmes such as Early Intervention and Prevention, People Services Target Operating Model, Finance Improvement Programme and Procurement TOM

- Design, scoping, feasibility and business case development support has been undertaken for significant programmes such as East Birmingham, Perry Barr 2040, Customer Service, Levelling up and Corporate Landlord.
- The reserve has also provided funding for the approved Cabinet report – Acceleration of City Housing Transformation to Enable Reduction in Temporary Accommodation.
- It has also supported savings and income generation through the introduction of automation, procurement savings and software to support enhanced income growth from Council Tax.

Specialist Capacity & Programme Support	Design scoping and business case development Support	Cabinet report	Savings/Income generation
**£5,312,819	£2,983,621	£3,500,000	£1,058,001

**Figures don't include forecasted requests.

2.8 Further funding requests are expected in the coming months as structured and sustainable change is designed and implemented at pace. It is important to keep up the pace and scale of transformation enabling work, which is increasingly focussing on invest to save initiatives which will improve citizen outcomes whilst reducing net service delivery costs.

Table 1

CEO Transformation Fund - £5.25M 2020-2021 allocation £4M 2021-2022 Allocation £1.25M Q3 2021/22	
Actual spend 20/21	£m 2.190
Total Allocation 20/21	4.000
Remaining funds carried forward to 21/22	1.810
Allocation 2021 – 2022	1.250
Remaining funds carried forward from 20/21	1.810
Total Allocation for 21/22	3.060
Spend Q3 21/22	2.131
Remaining	0.930
Committed funds	0.758
Remainder	0.172

Table 2

Delivery Plan Reserve - Draw Down £20M Quarter 3	
	£m
Total Spend Approved	12.754
Request Forecast	0.647
Pipeline Forecast	0.270
Total	13.672
Remaining unallocated funds	6.328