

EDUCATION AND SKILLS TRANSFORMATION PROGRAMME

Education and Skills Transformation Programme Resource Plan

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Purpose of this document

To identify the resources required to deliver the changes and improvements for the Education and Skills Improvement Programme.

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1 Executive Summary

The Education and Skills Directorate needs strategic transformation to ensure it is fit for purpose to deliver high quality services – either directly or through the commissioning and oversight of partner organisations. Birmingham City Council has the ambition to be best in class and to ensure that all children and young people in the city are supported to achieve their full potential.

The recent Ofsted/CQC Local Area SEND Revisit has highlighted however that the Directorate has failed to deliver sufficiently good services.

In light of this, there is a need to do three things:

- immediately address poor service performance of SEND services to schools and families
- make decisions about the most effective delivery model of SEND services and the way the system should be delivered and initiate this change
- and, in light of this, ensure that the delivery model for the Directorate is fit for purpose and the Directorate is effective in its leadership, strategy and oversight

This is a 3 to 5-year programme of change and needs to be adequately resourced in the short and long term

The nature and type of work involved under the Transformation Programme includes:

1. Analysis and studies
2. Service improvement
3. Programmes and projects
4. Performance information, benchmarking and insights
5. IT and Digital Improvements
6. Management, co-ordination and communication
7. Culture Change

There are currently four main areas of work proposed and underneath these will sit a series of smaller projects.

Delivering these programmes and work will require a mix of skills, expertise and experience. Although the Council has many of these resources, they are already committed to other priorities and in the main not available. A request for investment in delivery resources is therefore being made.

This investment will enable the Directorate to carry out vital improvements that will lead to better services for children and young people and their families and will create a more effective and efficient organisation providing a high quality service that meet its statutory duties and enables all children and young people to achieve their full potential.

It is proposed to obtain these resources and capability from a mix of different sources, offering a balance of building a sustainable capability, providing value for money, access to proven capability, speed of mobilisation and low risk.

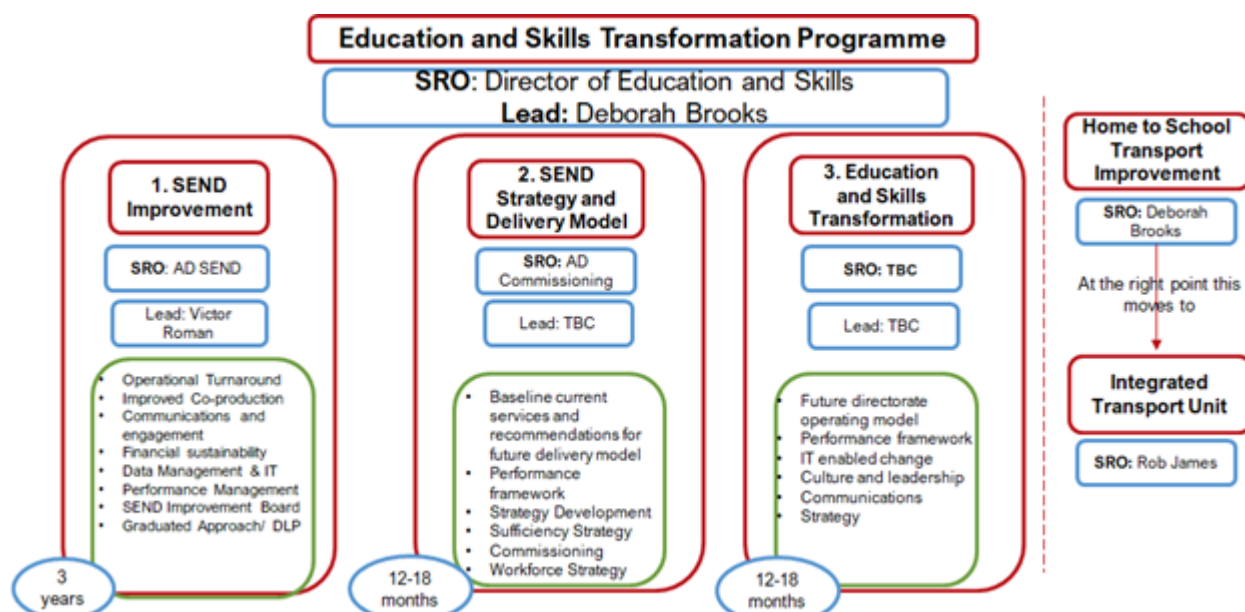
Estimated investment required over is £12m spread over two years initially, but at this stage funding is being requested for £7.6m as it is recognised that two of the programmes are not yet scoped and more work is needed to be carried out in order to make an informed ask for funding.

2 Education and Skills Transformation Programme

2.1 Workstreams

There are four proposed workstreams/projects:

- SEND Improvement
- SEND Strategy and Delivery Model
- Education and Skills Transformation
- Home to School Transport Improvement



There is a need to bring in a range of different resource to deliver this transformation as there is not sufficient capacity or capability within the Directorate to deliver the required transformation on top of existing activity.

E&S already has a Transformation Director and a SEND Programme Manager. These roles need to be supported with project management capacity (interims in the first instance, moving to permanent roles when/if possible).

Workstream 1 ends at the point service performance is good and improvement sustained (estimate 3-4 years)

Workstream 2 ends at the point that the future delivery model and strategy are agreed and delivered so could extend if any decision to move services is delayed or has a high degree of complexity. (estimate 12-18 months)

Workstream 3 ends at the point that the future delivery model is agreed at which point a new project will be instigated (estimate 12-18 months)

Workstream 4 ends at the point the Home to School Transport structure is established permanently within the ITU (timing dependent on Cabinet decision in November).

At this stage funds are requested for scoping only for **Workstream 2** and **Workstream 3**

The nature and type of work involved the Transformation Programme will vary across the different stages of a project or task. The work includes seven different areas;

1. Analysis and studies
2. Programmes and projects
3. Performance information, benchmarking and insights
4. IT and Digital Improvements
5. Management, co-ordination and communication
6. Culture Change and Change Management
7. Service improvement

The work differs in size, complexity and risk.

There is also a request to continue ongoing activity in the Home to School Transport Service that is currently not funded and is carried out by interim staff. These roles involve continuing to deliver a Compliance and Contract Management Function and although not part of the Transformation Programme are included in this report for completeness.

2. 2 Work content

Further details will be worked up but at this stage it is expected that the following set of activities will be carried out.

1. Analysis and studies

Undertaking studies and analysis, at a pre project stage, which may result in a project. To define and scope the item or requirement and determine whether it is viable and worthwhile undertaking. Preparing and submitting requests and gaining approval. This includes studies, options appraisals, papers, business cases and Cabinet Reports

2. Programmes and projects

Against a defined requirement or need, design and plan a change or solution, mitigate any risks, coordinate and manage the resources and deliver the objectives and benefits. This includes developing the design and plan, producing all the project documentation, managing any procurements, confirming the solution works and implementing it. For organisational or operational changes ensuring there is effective communications, understanding the impact of the changes on competences and skills identifying training needs and providing solutions.

3. Performance information, benchmarking and insights

Designing and developing products to provide insights and intelligence on the service and its operation, on the number of activities and insights about the customer and service user. Providing performance information to indicate how the service is performing. The product should provide comparison and trend information supported by appropriate commentary of what the data is showing. When-ever possible the production of the product should be automated, to minimise manual activity. The products should cater for a mix of clients, individual, service and management teams.

4. IT and Digital Improvements

To enable and support the changes to the Service and its activities, changes will need to be made to the IT applications and tools. To support better customer engagement, increased efficiency and better controls. Minimise “off-line” work and maximise digital data and workflows.

5. Management, co-ordination and communication

Providing effective governance, management and controls through project management disciplines and mechanisms in line with Corporate standards. Ensuring delivery is undertaken efficiently, in a consistent and controlled manner, with the minimum level of risk. Ensure a consistent approach to planning, controlling, and reporting upon all elements of the programme(s). Providing effective reporting and flow of information. Providing an information hub for all parts of the programme

6. Culture Change and Change Management

Carrying out work to embed and support culture change in the Directorate. Ensuring staff are adequately engaged in the design and delivery of change and feel ownership.

7. Service Improvement

Carrying out work that leads to direct improvement of services for children, young people, families and schools. This will include process redesign, pathways redesign, engagement with stakeholders.

Support functions – Finance, HR, Legal, Procurement

Expertise and capacity will also be required from the different corporate support functions to design and deliver the changes and improvements, manage and mitigate the risks and achieve the benefits.

3 Types of resources

The different stages of a project require a different mix, type and number of resources. Typical resource types are

- Programme Managers
- Project Managers
- Business Analysts
- Data Analysts
- PMO
- Service subject matter experts – SEND experts, education and early years experts
- Change Managers
- Communications Manager
- Corporate support functions
 - Finance
 - Legal
 - HR
 - Training / Employee development
 - Procurement
 - ICT

Further details of the roles and responsibilities will be developed as part of Phase 1 of the programme.

4 Assumptions

- The Education and Skills Directorate aspires to ensure that all children in Birmingham are well supported and enabled to achieve their full potential and thrive. Children's Social Care is delivered through Birmingham Children's Trust but the statutory responsibility for all children in Birmingham sits with the Director of Children's Services.
- DfE have appointed a SEND Commissioner to provide views on the future delivery model for SEND in Birmingham. It is assumed that the work of the Commissioner will be closely aligned with the programme of work that looks at the delivery model for SEND and that these will inform one another and in turn inform the programme that looks at the future delivery model for the directorate.
- The programme will include a combination of the following types of work
 - Analysis and studies
 - Programmes and projects
 - Performance information and insights
 - IT and Digital Improvements
 - Management, co-ordination and communication
 - Support functions – Finance, HR, Legal, Procurement
 - Culture Change and Change Management
 - Service improvements
- The costs included will be for identified resources only, they are not the total costs of implementing the different changes and improvements.
- The programmes will be delivered and managed based on professional project management functional disciplines and methods. Resources must have the appropriate and necessary experience and expertise for their roles.
- The programmes will follow a standard project lifecycle approach, as per best practice
- When-ever possible internal Birmingham City Council resources will be used, assuming the individuals have the necessary demonstratable expertise and experience.
- There is limited or no existing project delivery capability or capacity available from within the Service or available from other parts of the Council. It is vital resources have the necessary expertise and experience to deliver the projects and tasks.
- The existing staff have limited capacity to deliver the changes in the timescales required.
- The resource rates used are based on a typical "temporary market" rate – they may vary
- Resources will be available as required from the corporate support functions at no cost unless these are already factored into this bid and considered over and above what would be expected

5 Resource plan

To deliver the changes and improvements to Housing Management and the Capital Investment and Repairs Service

Programmes	Roles	Quantity	Duration
1. SEND Improvement	<ul style="list-style-type: none"> Transformation Director Programme Manager Project Managers Performance Officer Project Support Officers Co-Production Officer PMO Coordinator Communications Officer Change Manager SEND Expert Leads 	1 1 5 1 4 1 1 1 1 2	2 years
2. SEND Delivery Model (Scoping Phase)	<ul style="list-style-type: none"> Project Manager Business Analyst 	1 1	3 months
3. Education and Skills Transformation (Scoping Phase)	<ul style="list-style-type: none"> Programme Manager PMO Manager Performance Officer Project Support Officer Policy and Governance Officer 	1 1 1 1 1	3 months
4. Home to School Transport Improvement	<ul style="list-style-type: none"> Programme Manager Safeguarding Expert PMO Manager Project Manager Data Analyst OD Lead Expert Consultant 	2 1 1 1 6 1 2	6 months
Home to School Interim Roles	<ul style="list-style-type: none"> Operations Manager Eligibility Manager Eligibility Assessment Officers Contract and Compliance Managers Compliance Officer Risk Assessment Manager Risk Assessment Officers Communications Lead Project Manager Customer Advisors Guides Coordinator 	1 1 2 6 1 1 5 1 1 6 1	

6 Estimated Costs

Programmes	Fy21/22	Fy22/23	Fy23/24	Total
1. SEND Improvement	£1.837m	£2.792m	-	£4.629m
2. SEND Delivery model	TBC Initial Ask £0.090m	TBC		
3. Education and Skills Transformation	TBC Initial Ask £0.226m	TBC		
4. Home to School Transport Improvement	£2.662m			£2.662m
Total	£4.815m	£2.792m		£7.607m

Assumptions

- The costs included will be for identified resources only, they are not the total costs of implementing the different changes and improvements.
- The resource rates used are based on a typical “interim market” rate – they may vary
- The costs identified here for two of the workstreams are for scoping only and so this does not reflect the total funding request for the next two years
- It is expected that following the completion of this work there will be a request for increased ongoing spend that is necessary in order to deliver high quality services
- Resources will be available as required from the corporate support functions at no cost
- Service subject matter experts from the different Education and Skills teams will be available as required at no cost, i.e. no allowance has been made for backfill.

7 Benefits

	Benefit
1.	To provide the capacity and capability required to design and deliver the changes and improvements needed in order to establish a directorate and a SEND service that is fit for purpose and able to provide high quality services that ensure all children in Birmingham are enabled to achieve their potential and thrive.
2.	To provide needed capacity to undertake studies, options analysis, discussion papers and business cases to support informed and effective decision making including informed place planning and sufficiency planning for SEND. To ensure options and subjects are carefully considered and explored, that will inform change and investments.
3.	The establishment of a Workforce Development Programme, that offers continuous professional development, effective business continuity and succession planning and supports a positive cultural change and supports improvements in the quality of service provided.
4.	Design and deliver the operational and cultural changes required to ensure regulators and Department for Education are content that Birmingham has responded adequately to the SEND Revisit and has the necessary resources in place to improve SEND services for the children and families of Birmingham.
5.	Designing and developing products to provide insights and intelligence on the service and its operation, on the number of activities and insights about the customer and service user. Providing performance information to indicate how the service is performing and changes are delivering their desired improvements.
6.	Better use of IT and Digital applications to improve customer communications, engagement and service and the quality and delivery of a more efficient and effective service for example through the rollout of 365 and the Impulse Nexus Parent and Schools Portals.
7.	Providing effective governance, management and controls through project management disciplines and mechanisms in line with Corporate standards. Ensuring delivery is undertaken efficiently, in a consistent and controlled manner, with the minimum level of risk. Providing effective reporting and flow of information.
8.	Designing and delivering a clear strategy, vision and plan for the children and young people of Birmingham that sets an appropriate level of ambition for the city and is in line with wider strategic intentions. With this in place, it will be easier to set and track achievement and progress against agreed milestones.

8 Risks and Issues

Risk / Issue	Impact	Mitigation
Not having adequate project capability and capacity available to deliver the changes and improvements	<ul style="list-style-type: none"> Significant risk the objectives and benefits will not be achieved. The quality of the solutions will be compromised. Will not be able to deliver the programmes in the timescales and budget. 	<ul style="list-style-type: none"> Invest in capacity and capability Decision not to proceed with the changes or improvements Prioritisation of work
Lack of available capacity within the service teams to support the programmes.	<ul style="list-style-type: none"> The quality of the solutions will be compromised. Will result in lack of ownership and support of the changes and improvements. 	<ul style="list-style-type: none"> Prioritisation of work Planned allocation of capacity Use backfill where necessary
Lack of available Corporate Services capacity to support the programmes and changes – Legal, Finance, HR, Procurement, etc.	<ul style="list-style-type: none"> Significant risk the objectives and benefits will not be achieved. The quality of the solutions will be compromised. Will result in additional costs as further resources will need to be recruited. 	<ul style="list-style-type: none"> Investment by Corporate Services in additional capability Arranges for short term access to resource
The assumption that the changes and improvements can be delivered successfully and in a timely manner by existing service teams without additional capability.	<ul style="list-style-type: none"> Significant risk the objectives and benefits will not be achieved. The quality of the solutions will be compromised. Will not be able to deliver the programmes in the timescales and budget. Reduction in service performance and quality as resource is diverted Significant increase in pressure on remaining service team to maintain performance 	<ul style="list-style-type: none"> Invest in capacity and capability Decision not to proceed with the changes or improvements
Corporate policy to reduce the use of interim resources.	<ul style="list-style-type: none"> Not having adequate project capability available to deliver the changes and improvements Reduction in service performance and quality as resource is diverted Significant increase in pressure on remaining service team to maintain performance 	<ul style="list-style-type: none"> Invest in capacity and capability Decision not to proceed with the changes or improvements
Not having sufficient funding to support these changes and programmes	<ul style="list-style-type: none"> Prioritisation of the changes and programmes. Delay or failure to deliver of the objectives and benefits The quality of the solutions will be compromised. 	<ul style="list-style-type: none"> Decision not to proceed with the changes or improvements
DfE appointed SEND Commissioner makes a	<ul style="list-style-type: none"> Significant risk that the direction of travel will be impacted by 	<ul style="list-style-type: none"> Work closely with the SEND Commissioner and

Risk / Issue	Impact	Mitigation
recommendation that doesn't align with Birmingham's preferred approach	decisions taken outside of BCC control.	ensure consistent data used to inform work across both areas.

9 Options

No.	Option	Preferred / Discounted	Impact (positives and negatives)
1.	Obtain resources and capability from existing council sources only	Not preferred	<ul style="list-style-type: none"> • Would build a sustainable capability and capacity • Lower cost • Lack of existing available capacity and capability • Lack of required specialist skills • Slow mobilisation • High risk
2.	Obtain resources and capability from the temporary market only	Not preferred	<ul style="list-style-type: none"> • Would support building sustainable capability assuming council resource available for knowledge transfer • Higher cost • Fast mobilisation • Access to proven capability • Lower risk
3.	Obtain resources on fixed term contract terms only	Not preferred	<ul style="list-style-type: none"> • Would support building sustainable capability assuming council resource available for knowledge transfer • Lower cost • Ability to access proven capability • High risk
4.	Commissioning resources and capability from a provider	Not preferred	<ul style="list-style-type: none"> • Would support building sustainable capability assuming council resource available for knowledge transfer • Higher cost • Fast mobilisation • Access to proven capability • Lower risk
5.	Obtain resources and capability from a mix of sources	Preferred	<ul style="list-style-type: none"> • Would support building sustainable capability transfer • Medium cost • Fast mobilisation • Access to proven capability • Lower risk

