Appendix 3 – Innovation & Transformation Portfolio Savings Dashboard

The Innovation & Transformation portfolio delivers £74.4m of the £93m total savings target within the four-year Medium Term Financial Strategy. Savings performance is tracked through BGRAG ratings: Blue (delivered), Grey (in development), Red (high risk), Amber (managed risk), and Green (on track). The rating shown represents the dominant status within each programme.

Strategic Programme Name	Savings target across MTFS	Savings BGRAG rating 2026/27	Key risks/issues/dependencies
Adult Social Care Transformation	£23.592m	Green	Increased complexity of need in eligible residents. Wellington House saving requires Cabinet approval for alternative day options for residents with a learning disability to be delivered by the independent sector.
Families, Children & Wellbeing Transformation	£6.875m	Amber	Increased numbers of children with Special Education Needs and Disabilities and complex needs resulting in greater home to school transport case allocation
Homes & Homelessness	£10.587m	Amber	Resourcing plan and strategy to achieve new homes will include leasing options as well as acquisitions to minimise risk of market saturation.
Procurement, Commissioning & Contract Management	£4.000m	No savings target in 26/27	Work plan will need to be supported through wider communications to services on this programme and the implications on individual procurement activity for the year ahead.
Income & Commercialisation	£10.213m	Green	The programme team is preparing a forward plan of income opportunities to support Legal, Property and Procurement in the planning of their resources.
Asset Strategy (operational)	£3.023m	Amber	There are challenges around delivery of operational savings targets. A consultant's report is expected in the autumn, which will inform the approach to rationalisation of the operational portfolio
Asset Strategy (capital)	£53.867m	Grey	Reprofiling of the target across the 4 years will be required.
Organisational Transformation	£7.210m	Grey	Need for additional capacity and capability to deliver transformation – a business case including the use of delivery partner and additional programme and communication resource will be presented to CLT for approval.
Digital Innovation & Technology	£8.914m	No savings target in 26/27	Work is in progress to allocate savings to directorates to resolve any challenges around double-counting.