

Appendix 3 - Innovation & Transformation Portfolio Savings Dashboard – TBM4:

The Innovation & Transformation portfolio delivers £74.4m of the £93m 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 savings rating shown represents the dominant status within each programme. The delivery rating represents a balanced view of the Senior Responsible Owner of programme status and delivery confidence tracked through a RAG rating.

Strategic programme name	Savings target across MTFS	Savings BGRAG rating 2026/27	Delivery RAG rating	Key risks/issues/dependencies
Adult Social Care Transformation	£23.592m	Green	Amber	95 care providers have applied for annual fee uplifts. To maintain statutory responsibilities regarding value for money and market stability, we may have to agree some of the requests, adversely impacting upon the savings delivery.
Families, Children & Wellbeing Transformation	£6.875m	Amber	Amber	Demand led placement savings remain a challenge. The regionalisation of fostering is not achieving the required savings but is key to impacting residential savings. Home to School Transport remains an area of concern, with the directorate developing proposals.
Homes & Homelessness	£10.587m	Amber	Amber	Additional procurement capacity needed to accelerate progress. Consideration needed as to whether to increase the size of the corporate Procurement Team versus services buying in short term capacity.
Procurement, Commissioning & Contract Management	£4.00m	Not applicable	Red	Small reductions in contract spend will not generate the scale of required savings. Important to target key contracts and apply more bold and innovative approaches to procurement. Capacity remains a challenge.
Income & Commercialisation	£10.213m	Amber	Amber	Capacity challenges across corporate services is impacting the speed at which work can be driven forward.
Asset Strategy (operational)	£3.023m	Amber	Red	Methodology has been developed by Finance to calculate operational savings following building disposals.
Asset Strategy (capital target, not included in the total of £74.4m)	£57.691m	Green	Green	Decisions will be required in the autumn regarding disposals recommended by the external consultant. This will include decisions around operational buildings and staff location.
Organisational Transformation	£7.21m	Amber	Red	Importance of connecting the strategic programme's deliverables with the work on LGR. Programme team being recruited in order to mitigate capacity issues and manage double counting of savings risks.
Digital Innovation & Technology	£8.914m	Not applicable	Amber	Temporary capacity challenges in IT&D have introduced some minor delays. Currently working with directorates to obtain reliable operational data to support business cases development. Managing the risk around not double-counting savings.

