

Transformation Report – as at 30th September 2019

Summary

1. The County Council earmarked £13.2m in a reserve for spending on transformation projects, the bulk of which relate to our Whole Council Design (WCD) programme. In 2019-20, we budgeted to fund £3.6m of WCD spend through the transformation reserve and a further £4.7m in subsequent years. The Council had planned to generate savings of £1.5m from WCD activities in the current year, and although work is underway to identify alternative savings, it is unlikely this amount will be achieved this financial year (mainly due to most of the original identified savings being based around Children's Services). On the 18th October 2019, County Council approved a Flexible Use of Capital Receipts Strategy, which gives the Council the option of funding the revenue costs of transformation projects from capital receipts. The potential implications resulting from implementing the strategy on the Transformation Reserve will be factored into the December TPM report.

Transformation Board Reserve as at 30th September 2019

2. The Transformation Reserve opening balance as at 1st April 2019 was £6.747m. An additional £6.500m has been added to the reserve from the Budget Management Reserve following the approval by County Council on the 15th February 2019, giving a total balance available of £13.247m.
3. As at the end of September, £1.182m has been spent from the Transformation Reserve with a further £2.403m currently forecast as committed spend for the remaining six months of the 2019-20 financial year (a total forecast spend of £3.585m for 2019-20).
4. The table below details the 2019-20 transformation reserve forecast spend by Transformation Theme. A further £4.653m is allocated for spend in future years, leaving an unallocated balance of £5.009m.

Projects Funded by Transformation Reserve	Total Projected Spend In 2019/20	Reserve Summary
	£'000	£'000
Transformation Reserve Opening Balance		(6,747)
Additional reserve allocation		(6,500)
Total funds available		(13,247)
Whole Council Design Programme		
Community Programme	216	
Customer Programme	603	
Accelerated Activity Programme	5	
One Council	1,250	
Transformation Portfolio Office team resource	261	
Other WCD Projects	74	
		2,409
Pre Whole Council Design Programmes		
Legacy programme	626	
		626
Other Transformation Activity		
Children's Social Care Q&D Board Projects	284	
Adults Services Projects	151	
Other Transformation Projects	115	
		550
Transformation Reserve Closing Balance 31/3/20		(9,662)
Allocated Spend 2020/21		4585
Allocated Spend 2021/22		68
Unallocated Transformation Reserve		(5,009)

5. In 2019-20, the reserve will support 15 transformation projects being overseen and managed by the Transformation Portfolio Office under the Whole Council Design programme and other transformation activity headings. These projects are listed below and include 2019-20 planned spend in brackets():

Whole Council Design Programme Projects 2019-20 spend (£2.409m)

Details of currently active Whole Council Design programmes are shown in a tabular format at the end of this document.

- **Unlocking the Power of the Community (£0.146m)** - Funding for two staff within the Transformation Programme Office project team to support the Unlocking the Power of the Community project.
- **Community Hubs (£0.070m)** – Backfill costs for one member of Library staff whilst they work on the Community Hub project.
- **Customer Experience (£0.244m)** – This cost is for four staff, who over a two year period, are working on improving the 'customer journey' through differing applications within the WSCC website e.g. e-billing, ZAPORA system.
- **Right Service Right Place (£0.084m)** – Allocated for IT Software and Hardware purchases required to implement and improve the 'customer

experience' (both internal and external) when interacting with WSCC IT. A further £2.286m has been reprofiled from the current year to 2020-21 as Phase 2 of this project has not yet been commissioned

- **Our Work Anywhere (£0.009m)** – 30 smart phones purchased for Early Help (EH) to enable more efficient working by reducing the process time to complete differing tasks and reduces the need to return to workplace.
- **IT Project (£0.266m)** – Phased funding for seven staff to work on the implementation of the Right Service Right place project.
- **Smart Core (£1.250m)** – Funding to cover additional staff costs, consultancy. The remaining £1.5m has been reprofiled to 2020-21 – this is for the hardware and contractual costs which are not expected until the new financial year.
- **Cornerstone (£0.005m)** – Purchase of virtual reality headsets used in training for Children and Family Services.
- **Transformation Portfolio Office Resource (£0.261m)** – Block funding for additional staff within the Transformation Portfolio Office to work on Whole Council Design projects. There have been some recent departures from the team which is expected to contribute towards a reduction in spend.
- **Professional Support Assistant Extension (£0.074m)** – This is a single year resource to enable new ways of working within the Senior Management Professional Support Assistant team.

Other Transformation Activity Projects (£0.550m)

- **Children's Ofsted Improvement Manager (£0.122m)** – Includes resource costs to support improvements following the Children's Ofsted report
- **Early Help Re-design (£0.162m)** – PricewaterhouseCoopers consultancy costs for Early Help (EH) redesign.
- **Adults Social Care Improvement (£0.151m)** – PricewaterhouseCoopers consultancy costs to enable improvement around Adult Social Care processes.
- **Manpower Contract Novation (£0.115m)** – Consultancy and recruitment costs to provide the resources to enable a review and reduction of the agency spend with further work to be undertaken looking at IR35 compliant spend.

Pre-Whole Council Design Projects

6. There are five remaining legacy projects where there is an ongoing transformation reserve commitment. The five programmes below have £0.625m committed spend allocated against them for 2019-20:
 - **Environmental Sustainability (£0.052m)** – To purchase and fit trackers to fleet vehicles which will provide improved management information on vehicle usage.

- **Waste and Recycling Feasibility (£0.179m)** – Funding to resource additional staff to lead on a pilot project to improve recycling of both food and sanitary waste products - initially with two District and Borough Councils.
- **Children’s Fostering (£0.072m)** – Additional temporary staffing resource to improve capacity of in-house foster carers across the County.
- **Special Educational Needs and Disability (SEND) Strategy (£0.291m)** – Additional temporary staffing resource to help create a new strategy to provide high quality local education provision for children and young people with SEND and optimise value for money.
- **Not in Education, Employment or Training status (NEETS) (£0.031m)** – Funding for additional staff resource as a project manager to improve the number of school leavers going onto further education or workplace roles.

Staffing

7. With effect from April 2019 the Transformation Portfolio Office (TPO) establishment was funded for 15.85 FTE at a total cost of £1.128m per year. The base revenue position for the TPO team was £0.867m. To cover the shortfall in funding, a further £0.261m was agreed by the Transformation Board for 2019-20 through the reserve. Vacancies during the year and changes since September are likely to result in a reduction in required transformation funding 2019/20.

Savings and Benefits

8. £1.5m in savings has been budgeted to be delivered from Whole Council Design in 2019-20, which were expected to be achieved through three projects:
 - Our Work Anywhere,
 - Right Service Right Place, and
 - Efficiencies from implementing a new staff app.
9. The Our Work Anywhere project is based upon finding efficiencies and benefits in working with improved IT equipment and software – mainly within Children and Family Services. With the ongoing need to invest in Children and Family Services following the recent OFSTED inspection, it is not expected that any of these savings will be achieved.
10. Given the developing position on Whole Council Design savings in 2019-20, the RAG status regarding their savings achievement remains at ‘significant risk’ and is projected as an overspend within the latest budget monitoring position.

Whole Council Design Programme - Adopted by the County Council as part of Rise to the Challenge 2022 - The West Sussex Way in October 2018

Project Name	Project description	Expected benefits to customers	Estimated revenue project cost	Annual Estimated savings	Current Total Spend (All Years) to 30 September 2019	Expected 2019/20	Future spend Allocated (including remainder of 2019/20	Capital cost (not from Transformation Reserve)	Estimated capital receipt	RAG status	Cabinet member decisions taken/required	comments
Community												
Unlocking the Power of Community	Funding for two staff within the Transformation Programme Office project team to support the Community hubs project.	To combine services 'under one community roof' for the benefit of our residents, safeguarding access to preventive services whilst making the best use of County Council assets to provide existing and new services in fewer, more cost effective buildings.	£355,265	£116,000	£344,866	£146,417	£10,399	£3,058,000 (Worthing Only)	£640,000		capital scheme May 19 SSC/01	Savings as per business case. Only one community hub currently progressing.
Community hubs - staffing backfill	Backfill costs for one member of Library staff whilst they work on the Community Hub project.		£70,000	£0	£35,000	£70,000	£35,000					Part of the project team to provide support
Customer												
Right Service Right Place	Allocated for IT Software and Hardware purchases required to implement and improve the 'customer experience' (both internal and external) when interacting with WSCC IT.	Programme Goal to provide a one stop "shop" for the public on any WSCC engagements through the WSCC website. With ultimate aim of enabling increased self service for WSCC residents.	£2,395,000		£106,135	£84,191	£2,288,865					Phase 2 of this project has not been approved. Currently only minor benefits are being achieved in processes
Temporary expansion of Customer Experience	This cost is for four staff, who over a two year period, are working on improving the 'customer journey' through differing applications within the WSCC website e.g. e-billing, within the Right Service, Right Place project.		£488,000		£147,237	£244,000	£340,763					
Temporary expansion of IT Project	Phased funding for seven staff to work on the implementation of the Right Service Right place project		£668,000		£0	£266,000	£668,000					
Our Work Anywhere	30 smart phones purchased for Early Help (EH) to enable more efficient working by reducing the process time to complete differing tasks and reduces the need to return to workplace	To enable staff to provide more direct contact with customers by reducing the need for staff to return to an operating base to complete administration tasks.	£9,000		£0	£9,000	£9,000					
One Council												
Smart Core	Funding to cover additional staff costs, consultancy, hardware and contractual costs.	The implementation of a new corporate system directly contributes to the 'priority' a council that works for the community', by ensuring value for money.	£2,750,000	£300,000	£255,409	£1,250,000	£2,494,591					Savings delivered from 21/22, taken from key decision September 2019. The identification of service benefits and further budgetary savings (e.g. through workforce reductions) to be gained post-implementation
Accelerated Activity												
Behavioural Science - Cornerstone	Virtual reality headsets and training to allow parents and carers (for adoption and fostering) raise awareness and build empathy for childhood trauma.	To help improve an understanding and awareness and to improve levels of foster carers and adoptions	£34,000	£0	£34,000	£5,200	£0					
Other												
Transformation Portfolio Office team resource	Block funding for additional staff within the Transformation Portfolio Office to work on Whole Council Design projects. There have been some recent departures from the team which is expected to contribute towards a reduction in spend.	Enabler to provide support for transformation programmes	£623,000	£0	£68,050	£260,950	£554,950					Number of vacancies and secondments to Service Improvement Plans has resulted in lower drawdown. £623k originally allocated to the TPO funding ending March 21
Personal Assistants x 3 temporary extension	This is a single year resource to enable new ways of working within the Senior Management Professional Support Assistant team.	To maintain efficiency for Senior management support	£73,700	£0	£36,850	£73,700	£36,850					Additional resource to assist SMT PAs through transition to new ways of working