

## **Service Transformation- Q3 2021/22**

At the start of the year, the balance on the Transformation Reserve stood at £13.6m. Of this remaining funding, £11.2m has been earmarked to fund approved projects which are currently progressing. These projects include the SMARTCORE Programme, Insourcing and Procurement of IT Services Better Use of Technology within Children Services, Support Services Programme, Smarter Ways of Working Programme and other smaller projects.

### **SMARTCORE Programme**

This programme is focused upon making business processes more efficient and economic through the replacement of the existing SAP system with Oracle Fusion.

The programme is based on a set of design principles that seek to establish a single source of truth for key data and information relating to Finance, HR, Payroll and Procurement and Contract Management Services; which will support strategic and operational decision making and planning, whilst also providing an opportunity to introduce productivity gains via business process improvements.

The programme is in its design phase which involves staff working in detailed workshops to determine the structure of Oracle Fusion. The design will then be configured and tested to ensure it meets expectations.

Alongside this, the data migration strategy is being finalised and activity will commence to test the transition.

After an extended review of the pre-design phase of the project and based on our increased understanding of the Oracle product, the project is now increasing in pace with a planned implementation in the spring of 2023.

### **Insourcing and Procurement of IT Services**

The contract for IT services provided by Capita finished on the 30<sup>th</sup> of September as planned. The IT service now has a modern service model supporting the organisation with the right tools on first request which aid productivity and can adapt as business needs change. Greater focus on skills/training to get the best from the resources available. Thirty-one former Capita staff have now been integrated into the new operating mode.

Rather than a single supplier, the council now has multiple suppliers, smaller and more specialist to support the IT Strategy and Council agenda. We are engaging shorter term outcomes-based contracts which can flex as digital markets evolve.

- XMA Ltd are our supplier for the Information Technology Service Desk and End User Compute. Twenty-one former Capita staff moved to XMA to continue to deliver services to the County.

- Version 1 Solutions Limited are the council's Cloud Hosting provider and will migrate services to a cloud environment as well as the on-going management of the new (hybrid) environment.
- Dell Corporation Limited are our supplier for computing hardware.

Some transformation activity will continue as the new service settles over the coming months. It is anticipated the costs of transition will be contained within the agreed project budget of £2.750m. The transformed services will also deliver the anticipated budget savings of £0.750m per annum.

## **Better Use of Technology within Children Services**

A decision was taken by the Cabinet Member for Children and Young People in August to procure a recording system for Children, Young People and Learning. This project is at an early stage and will support the transformation of the current recording systems in ensuring a coherent and connected view of an individual child through system consolidation and integration. The project will reduce the number of systems requiring support and maintenance and will make efficiencies and improvements to ways of working which will benefit children, families and staff. The planned completion date is the end of 2022/23.

## **Support Services Programme**

Our support services contract, currently provided by Capita, concludes on the 30<sup>th</sup> September 2022. The main services included within the contract include Accounts Payable (OWTB), Payroll services and HR support to schools, Business Administration and the Customer Services Centre (CSC).

The Customer Services Centre currently provides support to 23 essential council services. It has been decided that two of the 23 CSC teams will move to the County Council to ensure complex contracts with vulnerable customers are held within direct control of the County Council. These services are confirmed as:

- Care Point 1 – Supporting Adults Services
- The Integrated Front Door – Supporting Children's Services and the Multi Agency Safeguarding Hub.

The remaining 21 CSC services will continue to be delivered via an outsourced model, with a planned tendering process due to commence imminently with a decision expected towards the end of spring 2022.

The majority of the remaining services will transfer back on or before the end of the contract. The timing of these transfers is currently being reviewed.

£1.2m of funding has been allocated from the Service Transformation Reserve to fund this programme of works. This budget will cover costs for additional resources required to deliver the projects including project managers, business change support, exit costs for capital and technical support.

## **Early Years Property Support Project**

As part of the revised Early Help model in West Sussex, a number of one-off and temporary property services costs are expected. Expenditure of £0.397m associated with project management, property clearance and holding is estimated as the services transition into its new operating model and work is undertaken to dispose or re-assign affected buildings.

## **Smarter Ways of Working Programme**

The County Council is building on the learning and experience gained from the pandemic to help shape the way we work in the future. The council has a large portfolio of property all across the county which are used for various purposes. Work is currently underway to look at future ways of working which will enable the County Council to:

- Reduce the workspace provided and maintained by the County Council with no impact to the provision, quality or standard of services.
- Provide good quality workspaces which staff can use in a flexible manner and better suits work and personal lives with no negative impact on well-being or productivity.
- The ability to better meet the needs of our customers.

The programme team have been running workshops with staff to enable experiences and ideas to be shared across the County Council.

A budget of £0.320m has been allocated to fund the initial scoping, planning and engagement of this programme of works.

## **Future Projects – Earmarked Commitments**

A number of new projects are currently being scrutinised through the Service Transformation Governance Process. Currently, £0.6m has been earmarked for these emerging plans. If all these funding requests are successful, the remaining unallocated funding within the Service Transformation Reserve will reduce to £1.8m. Some of these projects will be funded by utilising the flexible capital receipts process, enabling more funds to be maintained in the service transformation fund for future transformational projects which are envisaged to improve the productivity of the council. The need for increasing the service transformation budget for projects will be considered as part of the on-going budget process.

**Table 1 – Service Transformation – Overview of Current Projects**

Project	Total Project Budget Allocated	Spend in Prior Years (Pre-2021/22)	2021/22 Actuals at December 2021	Final Project Spend Forecast
Smartcore Programme	£7,500,000	£2,526,224	£1,016,000	£7,500,000
Insource of Procurement and IT Services	£2,750,000	£473,667	£922,837	£2,750,000
Better Use of Technology – Children’s Services	£1,800,000	£0	£43,498	£1,800,000
Support Services Programme	£1,200,000	£0	£0	£1,200,000
Early Years Property Support Project	£397,000	£0	£22,578	£397,000
Smarter Ways of Working Programme	£320,000	£0	£39,000	£320,000
Temporary Expansion of IT Project Team	£668,000	£373,840	£152,821	£668,000
Community Hub – Worthing Library Relocation ( <i>Project completed in 2021/22. Awaiting final account.</i> )	£150,000	£78,747	£22,639	£110,000
Behaviour Science – Cornerstone ( <i>2021/22 Final year of project.</i> )	£135,250	£101,500	£0	£135,250

**Graph 1 – Service Transformation Reserve Position**

