

## The Transform, Innovate and Change (TIC) Programme – Support for Schools

### Context and background:

Whilst historically the delegated school budget has been protected from reductions as part of the corporate efficiency programme, for the past two years the delegated school budget has been frozen in cash terms which has meant schools have had to find efficiencies to fund inflationary pressures, such as pay awards.

As the outlook for future years is for further reductions to the Council's budget, schools have been challenged to find budget efficiencies whilst ensuring standards are maintained or improved. To assist with this, the council's Transform, Innovate & Change (TIC) team has been joined by Allan Carter, Deputy Head of Queen Elizabeth High School, on a secondment to focus on helping schools find budget efficiencies.

The TIC programme was established over four years ago in response to the severest of financial challenges. During the last financial year, TIC projects helped deliver more than £2m of financial savings and, in total, has helped identify nearly £11.5m savings since its' inception. Allan commenced his role full time in September 2017 and is working with TIC colleagues to gain an understanding of their methodology and see how that success can be replicated across schools in Carmarthenshire.

During the first two months of his secondment, Allan has identified a number of focus areas where savings could be made and is working with colleagues in the County Council, as well as in schools to take these forward.

### A little more detail ...

The TIC programme was established in September 2012 against the backdrop of severe financial challenges facing the LA and its provision of public services. Its aim was to develop a sustainable approach to dealing with these financial challenges, to improve services to the customer and, in so doing, deliver financial savings; it is not primarily about cutting budgets/jobs.

Savings and increased efficiency have been achieved through reducing waste and freeing up resources to limit impact of the financial challenges on the delivery of quality front-line services. It was seen as an opportunity to create long term cultural and behavioural change, to support and facilitate rather than impose change and help services to meet their efficiency targets, through building capacity, sharing good practice and in many cases, 'doing things differently'.

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*Mae Cyngor Sir Caerfyrddin yn croesawu  
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Carmarthenshire County Council welcomes  
correspondence in Welsh or English*



**BUDDSODDWYR** | **INVESTORS**  
**MEWN POBL** | **IN PEOPLE**

At corporate level, this has been facilitated by the creation of the TIC Programme Board (chaired by CEX), a dedicated TIC Team and the development of a TIC Work Programme.

Examples of TIC projects have included:

Planning Services Correspondence & Printing Procurement Mobile Working Agile Working Channel Shift Back Office What Wastes Your Time? Financial Process review Digital Transformation SEN/LAC Transport Learning Disabilities Libraries Procurement Anti-Social Behaviour processes Schools Efficiency Project	Housing Voids Adult Social Care Property Maintenance Fly-tipping on Council Land Free School Meal Application Process Income Collection in Leisure Centres Property Systems Internal Payments Fleet Management Photocopying Housing Rents Housing Options Income and Charging Avoidable Contacts Third Sector Spend
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The results to date have been:

- Improved quality of services/customer satisfaction
- Reducing waste and inefficiency
- Identification of over £11.5 million savings to date
- Improved staff engagement
- Cultural and behavioural change

### **The TIC Schools Programme**

The delegated schools' budget of £108.7m is shared between:

- Primary £57.2m (99 schools)
- Secondary £48.1m (12 schools)
- Special £3.4m (2 schools)

Until now, the education budget has been protected against full impact of cuts but the past 2 years have seen a cash standstill (real terms reduction) and although it is yet to be confirmed, it is unlikely that the challenges facing the service will be any easier to manage over the next 2 years. Many schools are already struggling to maintain standards for children and meet national performance indicators given the prevailing financial climate.

The TIC Schools' programme aims to apply TIC principles of collaborative working, reducing waste and sharing good practice to support schools in reducing costs but, at the same time, protect quality of front-line service and improve outcomes. It also aims to strengthen relationships between schools and the LA through partnership working. It is not intended to be a top-down approach.

A summary of the developing work programme which aims to support efficiencies in the school system is as follows:

- Contract cleaning SLA
- Financial and curriculum benchmarking
- Additional Learning Needs
- Business management and back office support
- Building repairs and maintenance
- Design, marketing and income generation
- Primary staffing structures
- Supply insurance and absence management
- Collaborative procurement and tendering. To include:
  - Photocopying and printing (Konika-Minolta ongoing project) (£600k)
  - Stationery, consumables, furniture and educational resources (Lyreco) (£650k)
  - Energy (£1.5m)
  - Washroom and hygiene services (£185k)
  - Refuse and recycling (£313k)
  - Franking machines and postage (existing TIC project) (£48K)
  - Telephone systems (£220k)
  - Licences (£199K)