

**REPLY BY THE PRESIDENT OF
THE COMMITTEE FOR EDUCATION, SPORT & CULTURE
TO QUESTION ASKED PURSUANT TO RULE 14 OF THE RULES OF
PROCEDURE BY DEPUTY LESTER QUERPEL**

Question 1

As you will be aware, £1,200,000 was spent on Project Planning for Transforming Education, as set out on page 92 of the States of Guernsey Accounts 2021. However, there is no breakdown provided of where that money was spent, or on what, in the accounts themselves. So with that in mind, can you please provide me with a comprehensive breakdown of where that £1,200,000 was spent?

Answer

The Transforming Education Programme (TEP) includes within it the States-approved Reorganisation of Secondary and Post 16 Education Programme. Given its scale, TEP has a dedicated Programme Team, tasked with ensuring the various projects within TEP are managed appropriately, from planning to delivery, to ensure value for money.

It is important, ahead of providing the details sought by the question, to correct the interpretation of the information provided on page 92 of the States of Guernsey Accounts 2021:

The information referred to in the question relates to funding for TEP *released* by the Policy & Resources Committee under delegated authority in 2021. This distinction is an important one to make as the amount of money made *available* and the amount of money *spent* are not necessarily the same.

Unlike a general revenue budget with a cash limit that covers a fixed 12-month period and where unspent funds are returned to the Treasury at the end of each year, programme funds are 'drawn down' at various stages during the life of complex multi-year programmes, and in varying amounts depending on the stage the programme has reached, in line with the overall States-approved budget for that programme. It is usual for a drawdown request to be made to the Policy & Resources Committee under their delegated authority towards the end of the period covered by the previous drawdown. It is also usual, and prudent, for there to be unspent balances to carry forward from one drawdown period to the next.

At 31st March 2022 (the end of the period in respect of which the £1,200,000 budget drawdown was requested) there was an unspent balance of £438,00 as follows:

Summary	Budget
Unspent balance brought forward from previous drawdown period	£149,000
2021 Drawdown	£1,200,000
Sub-total	£1,349,000
Spend against 2021 drawdown	(£911,000)
Unspent balance at the end of the drawdown period	£438,000

The categorisation of the spend against the 2021 drawdown is as follows:

Category	Spend
Programme/Project Management & Delivery*	£448,000
Business Change*	£186,000
Education Subject Matter Experts*	£181,000
Communications*	£41,000
Corporate Support*	£33,000
Programme Assurance	£20,000
Other	£2,000
Total spend against 2021 drawdown	£911,000

*Includes re-charging for the Programme's use of internal States of Guernsey resources

The activities completed as a result of the above funding include:

- High-level design activity including:
 - The new Operating Models for: Secondary Education, The Guernsey Institute, and the shared facilities at the Les Ozouets Campus
 - The incorporation of modern IT into the delivery of education
 - RIBA Stage 3 designs for the Les Ozouets Campus
- The progression of work towards the redevelopment of the Les Ozouets Campus including:
 - Completion of the first stage of the tender process for the construction partner
 - The submission of the Les Ozouets Campus Planning application
 - Preparation for the decant of students and staff, and services from the Les Ozouets Campus, including:
 - the submission of a planning application
 - the procurement of temporary accommodation/facilities at the Les Coutanchez Campus
- Improving the Programme's delivery arrangements including:
 - An external programme governance review
 - Staff planning/resilience/value for money review
 - Design and implementation of a 'continuous assurance' approach
 - Refinement of the Programme Roadmap including:

- Validation of key assumptions
- Risk management
- Contingency planning
- Financial planning

In regard to the unspent balance of £438,000, subsequent to the receipt of the 2021 drawdown, a decision was made to lengthen the overall timeline of the Reorganisation of Secondary and Post-16 Education Programme (as set out in the [Committee's media release on 18th February 2022](#)). Consequently, some projects originally on the Programme's critical path, for example the redevelopment of the swimming pool area at the Les Varendes site, have been reprioritised and realigned such that it is not necessary to recruit specialist resources for those projects until a later stage of the Programme, hence the deferral of associated costs.

It is not uncommon for in-programme realignments such as these to arise dynamically during complex multi-year, multi-project programmes. The Programme's next funding drawdown request was reduced by the unspent balance.