

OUTCOME FOCUSED REVIEWS - UPDATE

To: **Children and Young People's Committee**

Meeting Date: **13 March 2018**

From: **Amanda Askham, Head of Transformation**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **The purpose of this paper is to report progress to date of the current Outcome Focused Reviews which relate to children, young people and education services.**

Recommendation: **The Committee is asked to:**

- a) Note and comment on the progress of the OFRs**
- b) Note the recommendations made by the Commercial and Investment Committee**

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1. BACKGROUND

- 1.1 The Council's Transforming Cambridgeshire programme is our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace. We are reviewing our portfolio of services so we are clear how these services contribute to Cambridgeshire County Council's outcomes and that we are delivering these in the most cost effective and commercially advantageous ways.

Outcome Focused Reviews (OFR) are being carried out to enable us to focus on looking at what we do from the perspective of our citizens with a view to designing what we do from the outside-in. This will enable us to harness the opportunities that are presented to us from working differently, seeing ourselves as part of the Cambridgeshire system and working with others to improve what we do.

- 1.2 There are three phases to the OFR process as set out in the table below.

Phase	Approach
Phase One Baseline Assessment	The assessment aims to provide a high level answer to the questions: "What service do we currently provide? What outcome are we aiming to achieve by providing that service? Should we continue to pursue that outcome? If so, can we improve the approach to achieving that outcome?"
Phase Two Discovery	<p>The Discovery Phase will gather together a range of information from internal and external sources, analyse performance and use benchmarking to enable directors and Members to make evidence based judgements about service potential.</p> <p>At the end of this stage, the review team will either propose an action plan for change, or will recommend that the service is put forward as a priority for Phase 3 of the review.</p>
Phase Three Design	This phase provides a complete and detailed review of the service and is likely to need specialist support, detailed work with the marketplace and with partners and a focused effort to involve citizens in service design.

- 1.3 An overarching approach to the OFR programme was agreed, this included some core principles to ensure consistence of approach and these were balanced with the flexibility needed to review the diverse range of service in scope. Each of the Outcome Focused Reviews has a lead Member and a team made up of colleagues from across the organisation and in some cases external advice.
- 1.4 This report provides an overview of where the initial tranche of Outcome Focused Reviews following the Discovery Phase (Phase Two).

2 EXECUTIVE SUMMARY FOR SERVICES IN SCOPE

2.1.1 Cambridgeshire Music – Lead Member: Cllr Hudson

Background and approach taken:

Cambridgeshire Music is a service within the Learning Directorate of People and Communities. Cambridgeshire Music's vision is that all children, families and adults in Cambridgeshire take advantage of the rich cultural opportunities available in the county, and that the providers of those opportunities work together to drive quality and reach. Cambridgeshire Music's mission is to provide children, families and adults in Cambridgeshire with high quality performing arts education and therapy, through direct delivery, commissioning and strategic leadership.

The OFR group collaborated to agree key lines of enquiry covering the service's contribution to the Council's outcomes; the relationship between the service and the wider Council; the service's current structure, finances and operating model; and the service's current strategy and approach. This report contains the findings in relation to those key lines of enquiry.

Overall recommendation:

Following a motion at full Council, a Member Panel drawn from the Commercial and Investment Committee and the Children and Young People Committee has been established to review Cambridgeshire Music's strategy and specifically its proposals related to digital music.

Due to the establishment of this Member Panel, the overall recommendation of the OFR group is that the service does not progress to the Design Phase (Phase 3) at this time. Instead it is proposed that the Member Panel is provided with the findings of the OFR group and make a recommendation to Commercial and Investment Committee as to whether the service should progress to the Design Phase once their work is concluded.

Key findings:

- Cambridgeshire Music makes a strong contribution to the Council's outcomes; particularly helping to ensure that children and young people reach their potential in settings and schools.
- Cambridgeshire Music is regarded as a high-performing Music Education Hub and service under current arrangements.
- The current delivery model, comprising a local authority service and a separate charitable company, is appropriate for the current range of services provided by Cambridgeshire Music.
- Commercial opportunities are limited by the significantly grant-funded nature of the service and would likely require additional investment in the service.
- Some specific areas should be investigated for broadening the service's contribution to the Council's outcomes; in particular opportunities surrounding the expansion of arts therapies through external funding.
- There may be opportunities from improving links between Cambridgeshire Music and other services in the Council, including the Council's corporate Communications Service; and specific opportunities to work in partnership with other services.

- There are significant opportunities in the service's developing approach to digital tuition, which will be explored by the Member Panel.

Presentation to Commercial and Investment Committee

Councillor Peter Hudson presented the Cambridgeshire Music OFR. The review focused on the contribution of the service to the Council's outcomes, in particular opportunities surrounding the expansion of arts therapies through external funding.

During discussion of the review, Members:

- Encouraged the Member Panel created to review Cambridgeshire Music's strategy to address all the arts and not just music.
- Commented that while the numbers of people that went on to have careers in music were relatively low, there were many people that music was a significant part of their lives. Music was an important, growing sector of the economy and it was therefore vital that it be supported.
- Welcomed the opportunity for Cambridgeshire Music to engage in joined up working with other parts of Council business and committees.
- Highlighted potential funding streams available to the service and the wider long term view of the benefits to mental health and social mobility provided by the service.
- Confirmed the composition of the Member panel. The Chairman announced that owing to other commitments he would have to step down from the panel and would liaise with Members regarding the appointment his replacement.

It was resolved:

Not to progress to the Design Phase (Phase 3) at this time. The findings of the OFR Group would be provided to the Member Panel reviewing Cambridgeshire Music's strategy and make a recommendation to Commercial and Investment Committee as to whether the service should progress to the Design Phase once their work is completed.

2.1.2 The Education ICT Service – Lead Member: Cllr Gowing

Background and approach taken:

The ICT Service (formerly Education ICT) is Cambridgeshire County Council's ICT advisory and support service for schools. Founded in 1995, the service has been a separate trading unit for the Council since 2000, offering chargeable services to schools and settings in Cambridgeshire and beyond.

Key findings:

- A clear IT and Digital Strategy is required as an employer and provider that will give direction to the wider OFR.
- Current procurement rules should be reviewed for traded services to ensure services can meet customer time, cost and quality needs.
- As an income generating service, ICT Service has some difficulties making full use of internal CCC policies, processes and systems; some consideration needs to be given for all income generating services as to whether specific commercial focused processes and policies should be implemented.

Overall Recommendation:

- Widen and re-scope the OFR to be a Council-wide review of IT services, this would include the IT & Digital Team and LGSS IT, in addition to the ICT Service. This review should start from mid-February 2018.
- There are emerging indications that the ICT service has a worsening financial outlook going into 2018/19. Although this would need to be addressed by the service regardless of the OFR, any potential deficit will be further investigated and mitigating actions brought forward.

Presentation to Commercial and Investment Committee

Councillor John Gowing introduced the Education ICT Service review and drew the Committee's attention to the recommendation of the review set out in the report.

During discussion of the review, Members:

- Highlighted the issues regarding procurement rules that had been identified within several of the OFRs.
- Emphasised the need for a full business plan for the service that included a SWOT analysis of the procurement regulations noting that schools desired and required flexibility.
- Drew attention to the sensitive data held by schools and sought assurance regarding the security of that information given the flexibility schools had regarding where they purchased equipment. Members were informed that head teachers were acutely aware of their responsibilities regarding data security and providers of management information systems assess the security of the school environments in order to ensure security.

- Questioned whether the service was necessary given the flexibility of schools regarding the sourcing of equipment.
- Requested that Phase 3 of the review assess providing a back office and support service only.
- Clarified what widening and re-scoping of the OFR would involve. Officers explained that the three services highlighted in the report had not been considered together before and by doing so could provide opportunities.

The Chairman with the agreement of the Committee removed the second part of the recommendation of the OFR.

It was resolved to:

Widen and re-scope the OFT to be a Council-wide review of ICT services, this would include the IT & Digital Team and LGSS IT, in addition to the ICT Service. This review would start from mid-February 2018

2.1.3 **Outdoor Education** – Lead Member: Cllr Bywater

Background and approach taken:

Cambridgeshire Outdoors is the umbrella name for the internal partnership of three distinct CCC managed services that operate three outdoor learning centres: Burwell House, Grafham Water Centre (GWC) and Cambridgeshire Environmental Education Service (CEES) at Stibbington Centre. The three centres provide predominantly child and schools focused day, and residential outdoor learning experiences. The three services currently sit within the Learning Directorate of People and Communities as non-statutory CCC services.

A series of workshops, one to one and small group meetings have been held with the three outdoor centres, corporate colleagues and Cllr Bywater, who all provided current professional expertise and advice. Further desk-based research and feedback from current and booked customers has been used to inform the recommendations. This research has included a brief look into the marketplace, types of competitor models, locations, capacity and approach, and more in depth analyses of financial, and current performance of the centres.

This review was the first to commence and therefore much learning and iteration has taken place. The learning will need to inform not only Phase 3 of this review but provide insight to the commencement of other OFRs.

There has been some time constraints of the review group due to their day to day operational demands. Consideration will need to be given as to how the right group of staff is allocated to resource the next phase.

Key findings:

The centres currently achieve clear contribution and impact to Cambridgeshire County Council (CCC) outcomes. The core delivery is children and young people focused and enables those users to learn necessary life skills whilst developing personal resilience and appreciation of the wider community. The delivery clearly meets the curriculum across multiple subjects and outdoor and adventure activities in Key Stages 1-4, and gives young people the ability to apply subject knowledge in real world context. Further, the centres enables participants a chance to not only appreciate the environment, but understand the environment and their place in it.

The benefits of outdoor learning could further support other CCC outcomes or be used for specific purposes – including for example, family work or responding to the private sector training or facilitation needs, however the capacity to do this needs to be analysed.

The centres largely recover costs but separation into three distinct services means there are similarities in management and back-office activities and roles. It is clear there are opportunities for further collaboration to increase access and opportunities for all, bringing efficiencies to create further income revenues, in addition to achieving cost reductions. Current operations have limited ability to achieve current financial targets in future years (£77,123 surplus) and are unlikely to contribute to the 2018/19 £500k additional traded services income target without some redesign.

Each Head of Centre has expressed concern with lack of coherent strategic leadership and direction creating some uncertainty in future direction.

Capacity usage of the locations is different and increased usage of some of the sites may be possible.

There are some links to other outdoor / alternative place based activities, such as Forest Schools, Duke of Edinburgh award, National Citizen Service, and the Outdoor Education Advisory service, and consideration needs to be given as to how these links are extended or maintained.

Each centre requires some monetary investment to maintain the current level of condition of its site and buildings. Whilst the potential exists to increase usage and maximise capacity, further investment will be needed to improve the facilities.

Other local authority (LA) outdoor centre models have or are increasingly changing into one service that operates across multiple locations. Some models are arm's length / alternative models.

These services, alongside other income generating services, have some difficulty using and delivering within some internal authority policies, processes and systems due to the lack of specific commercially focused policies and mechanisms.

Overall recommendation:

The Outdoor Education Outcome Focused Review to progress to the Phase 3 Design stage to model the option of collation and redesign into one multi-site Outdoor Learning Service.

The Phase 3 modelling will review:

- Governance and leadership
- Staffing capacity, terms and conditions and structures
- Locations
- Investment required
- Increased or redefined usage of capacity (site, equipment and acumen)
- Increased market penetration in new primary and secondary school markets
- Increased delivery to non-schools marketplace in addition to expanding current schools marketplace
- Review other successful outdoor learning models that exist outside Cambridgeshire
- Potential for increased impact on identified outcomes.
- Use zero-based budgeting principles.

Presentation to Commercial and Investment Committee

Councillor Simon Bywater presented the Outdoor Education review. Councillor Bywater began by expressing his thanks to the officers involved in the review and emphasised to Members the benefits of outdoor learning and the clear impact on outcomes. The opportunities provided for children that they would not ordinarily receive from classroom based learning was highlighted together with the benefits for children facing and overcoming adversity.

During discussion of the review:

- Clarification was sought regarding the financial pressure of £103k. Officers explained that the majority related to a loan that had been approved several years ago.
- The links to the core objectives of the Council were highlighted and the benefits of the service that saved money for other areas of the Council.
- It was questioned whether if there was charging for attendance at the centres it could exclude some children from attending. Members were informed that bursaries were available and schools were also able to provide assistance to parents in certain circumstances.

It was resolved:

To progress to the Phase 3 Design stage to model the option of collation and redesign into one multi-site Outdoor Learning Service.

3.0 NEXT STEPS

3.2 Learning from the first Outcome Focused Reviews

As well as providing us with a deeper understanding of our portfolio of services, this first batch of reviews has also helped us to develop and refine our approach to how we carry out these reviews.

The reviews have provided us with an opportunity to consider the medium- and long-term impact of the services that we deliver as well as identifying any short-term actions required to ensure the continued efficiency and effectiveness of our services to the public. Therefore, we are able to move the focus of our transformation programme from 'fire-fighting' to working on designing the future. Whilst we have identified this longer-term approach, we will continue to provide support for services that need it through short, intensive pieces of work.

We have been able to help services to place the work that they do into the wider context of the environment in which we work. For example, enabling teams to think through why people may want or need their services has allowed them to place what they do in the context of the wider Cambridgeshire system and start thinking through alternative ways in which this demand could be managed.

Our initial tranche of reviews were focused on specific services. However, we have realised that we will accomplish more from these reviews by shifting and widening our focus to the *functions* that these services fulfil. Our next tranche of Outcome Focused reviews will therefore take a more holistic approach and look at more strategic themes.

4. ALIGNMENT WITH CORPORATE PRIORITIES

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no decisions at this stage with significant resource implications. Within this item reference is made to savings expectations for two of the areas undergoing an OFR. The

proposed budget before Full Council increases the surplus expectation on County Farms by £500k in 2018/19 and on the traded services mentioned above by £500k.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this priority.

4.3 Statutory, Legal and Risk Implications

There are no significant implications for this priority.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

There are no significant implications for this priority.

4.6 Localism and Local Member Involvement

There are no significant implications for this priority.

4.7 Public Health Implications

There are no significant implications for this priority.

The contacts for the sign off process are as follows:

- *Resource Implications – Finance (**Sarah Heywood**)*
- *Procurement/Contractual/Council Contract Procedure Rules Implications – Finance (**Paul White**)*
- *Statutory, Legal and Risk – Legal (**Fiona McMillan**)*
- *Equality and Diversity – Service Responsibility (**Tamar Oviatt-Ham**)*
- *Engagement and Communications – Communications (**Eleanor Bell**)*
- *Localism and Local Member Involvement – Service Responsibility (**Tamar Oviatt-Ham**)*
- *Public Health – Public Health (**Tess Campbell**. Reports should ideally be shared at drafting stage. If not a minimum of one week will be needed to provide clearance.)*

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes or No Name of Financial Officer:
Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by the LGSS	Yes or No Name of Officer:

Head of Procurement?	
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes or No Name of Legal Officer:
Have the equality and diversity implications been cleared by your Service Contact?	This will be address through individual Community Impact Assessments (CIA) as part of phase 3.
Have any engagement and communication implications been cleared by Communications?	Yes or No Name of Officer:
Have any localism and Local Member involvement issues been cleared by your Service Contact?	There has been key Member involvement as stated throughout the paper.
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer:

SOURCE DOCUMENTS GUIDANCE

It is a legal requirement for the following box to be completed by the report author.

Source Documents	Location
None.	