

# CABINET

<b>10:00</b>	<b>Tuesday, 17 May 2016</b>	<b>Committee Room 1, County Hall, Chelmsford, Essex</b>
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**Quorum: 3**

## **Membership**

Councillor David Finch  
Councillor Kevin Bentley

Councillor Rodney Bass  
Councillor Anne Brown  
Councillor Graham Butland  
Councillor Ray Gooding  
Councillor Eddie Johnson  
Councillor Dick Madden  
Councillor John Spence  
Councillor Simon Walsh

## **Cabinet Member responsibility**

Leader of the Council (Chairman)  
Deputy Leader and Economic Growth and  
Partnerships (Vice-Chairman)  
Infrastructure  
Corporate, Communities and Customers  
Health  
Education and Lifelong Learning  
Highways and Transport  
Adults and Children  
Finance, Housing and Planning  
Environment and Waste

**For information about the meeting please ask for:  
Judith Dignum (Secretary to the Cabinet)  
03330134579 / [Judith.dignum@essex.gov.uk](mailto:Judith.dignum@essex.gov.uk)**



**Essex County Council**

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## **Part 1**

(During consideration of these items the meeting is likely to be open to the press and public)

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Minutes</b>	<b>5 - 8</b>
<b>3 Declarations of Interest</b> To note any declarations of interest to be made by Members in accordance with the Members' Code of Conduct	
<b>4 Questions from the Public</b> A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. On arrival, and before the start of the meeting, please register with the Committee Officer.	
<b>5 Extension to Property Transformation Phase 2</b> The Equality Impact Assessment is available <a href="#">on line</a>	<b>9 - 16</b>
<b>6 Decision whether to fund expansion of Philip Morant School and College and The Stanway School by two forms of entry each from September 2017</b> The Equality Impact Assessment is available <a href="#">on line</a>	<b>17 - 24</b>
<b>7 Live at Home: Tender for home support services</b> The Equality Impact Assessment is available <a href="#">on line</a>	<b>25 - 34</b>
<b>8 Children and Young People's Plan 2016</b> The Equality Impact Assessment is available <a href="#">on line</a>	<b>35 - 66</b>
<b>9 Cabinet Decisions Report</b>	<b>67 - 70</b>
<b>10 Date of Next Meeting</b> To note that the next meeting will be held on Tuesday 21 June 2016 at 10.00am in Committee Room 1	

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**Urgent Business**

To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

**Exempt Items**

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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**Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

## **MINUTES OF THE MEETING OF THE CABINET HELD AT COUNTY HALL, CHELMSFORD, AT 10.00AM ON 19 APRIL 2016**

Present:

<b>Councillors</b>	<b>Cabinet Member responsibility</b>
D M Finch	Leader of the Council (Chairman)
K Bentley	Deputy Leader and Economic Growth, Waste and Recycling
A Brown	Corporate, Communities and Customers
G Butland	Health
R Gooding	Education and Lifelong Learning
E Johnson	Highways and Transport Delivery
J Spence	Finance

Councillors Young, Mackrory, Higgins, Howard, Maddocks, Bobbin, Walsh, Henderson, Page and Hirst also attended.

### **1. Apologies for Absence**

Apologies were received from Cllr Rodney Bass, Councillor Madden, Councillor Pond and Councillor Twitchen

### **2. Minutes**

The minutes of the meeting held on 22 March 2016 were agreed as a correct record and signed by the Chairman.

### **3. Declarations of Interest**

Councillor Julie Young declared a personal interest in item 5 as her husband is a non-executive Director of Southend Hospital Trust.

### **4. Public Questions**

No members of the public had registered an interest in asking a question or making a statement on any of the items to be considered at the meeting.

## **5. Procurement of a substance misuse Recovery Management Service and a combined Community Rehabilitation and Psychosocial Interventions Service**

The Cabinet received report FP/442/03/16 from the Cabinet Member for Health which sought approval to procure:

- (a) a countywide Integrated Recovery Management Service (IRMS) for people with substance misuse issues.
- (b) a countywide combined Community Rehabilitation and Psychosocial Interventions Service (CRPIS) for people with substance misuse issues.

The following information was provided in response to questions raised from Councillors Young and Mackrory.

- Cllr Madden will be presenting a report on Foyers to Cabinet later this year following the current consultation.
- There is no intention to cut small groups out of the service
- The success of the Community Rehabilitation pilot is driving change in the service with over 80% of clients completing the programme.
- There will be a reduction from three to two services with an increased focus on supported recovery.
- The proposal for a seven year contract will help spread the set up costs for providers.

### **Resolved:**

1. Agree to procure a seven year contract, to commence on 1 April 2017, for a countywide IRMS using the Open (one stage) procedure with a 70:30 price/quality ratio in favour of price. The contract will have a break clause at the end of the fifth year.
2. Agree that the maximum budget for the contract will be £2.3m per annum.
3. Agree to a procure a seven year contract, to commence on 1 April 2017, for a countywide CRPIS using the Open (one stage) procedure with a 70:30 price/quality ratio in favour of price, The contract will have a break clause at the end of the fifth year.
4. Agree that the maximum budget for the contract is £0.95m per annum.

## **6. Essex Better Care Fund submission to NHS England**

The Cabinet received report FP/305/11/15 by the Cabinet Member for Health which sought approval of the draft Essex Better Care Fund (BCF) submission to NHS England for 2016/17 and to authorise the Executive Director of People Commissioning to agree the final document.

The following information was provided in response to questions raised from Councillors Young, Mackrory and Henderson.

- The shortage of GP's is an ongoing issue but within the success regime the bringing together of GP's into neighbourhood groups is more effective. It was noted that general practice is not, at present, an area young doctors commonly choose.
- Councillor Butland agreed to report back to Councillor Young on the issue of 15 minute home care visits.
- Everyone has a right to be registered with a GP and local clinical commissioning groups have a statutory duty to organise this.
- Stroke services, including early access and the rehabilitation following a stroke, are vital. The stroke pathways, led by clinicians, and the input social care will have is under review.

**Resolved:**

1. Agree to approve the draft Essex BCF submission.
2. Agree that the Executive Director for People Commissioning, following consultation with the Cabinet Member for Adults and Children, be authorised to approve the final submission of the Essex BCF amended to reflect any amendments which he considers to be appropriate as a result of the NHS England assurance process and to make any consequential changes necessary to the section 75 agreements which implement the Better Care Fund.

**7. Cabinet Decisions Report**

The Cabinet received report FP/434/03/16 by the Secretary to the Cabinet setting out the decisions taken by or in consultation with Cabinet Members since the last meeting.

Following a question raised by Councillor Julie Young relating to decisions FP/419/02/16 and FP/366/01/16, Councillor Butland agreed to seek guidance from Councillor Madden.

**8. Date of Next Meeting**

Members noted that the next meeting of the Cabinet would take place on Tuesday 17 May 2016 at 10.00am.

The meeting closed at 10:30am.





## AGENDA ITEM 5

<b>Report to Cabinet</b>	<b>Forward Plan reference number:</b> FP/431/03/16
<b>Date of meeting:</b> 17 May 2016	<b>County Divisions affected by the decision</b>  All Divisions
<b>Title of report : Extension to Property Transformation Phase 2</b>	
<b>Report by:</b> Councillor David Finch, Leader of the Council	
<b>Responsible Director:</b> Mark Hobson – Director for Corporate Operations	
<b>Enquiries to</b> Glenn Yates, Senior Project Manager email: Glenn.Yates@essex.gov.uk	

### 1. Purpose of report

- 1.1 The purpose of this report is to set out the proposed extension to the Property Transformation Phase 2 Programme (PT2) and to obtain approval for the associated revenue and capital funding requirements to deliver £2.2m of budgeted savings.

### 2. Recommendations

- 2.1 Approve the drawdown of £967,000 over an 18 month period from the Transformation Reserve for property improvements and project resources, of which £758,000 is required in 2016/17.
- 2.2 Approve the capital investment of £536,000 for property improvements in 2016/17. The Capital budget already includes this amount.
- 2.3 Note that further reports will be brought forward to the Cabinet Member on individual disposals following appropriate consultation where necessary.

### 3. Background and scale of the proposal

- 3.1 The PT2 Programme has already realised £52.8m of capital receipts and annual revenue savings of £5.2m, which is £7.8m more in capital receipts and £100,000 more in revenue savings than was identified in the Cabinet report that was approved in June 2013. In addition, PT2 has been successful in providing a key enabler for the implementation of mobile and flexible working across the Authority.

- 3.2 It is now proposed to extend the PT2 programme so that significant additional benefits can be realised whilst the proposed Essex 2021 programme is further developed. It is vital that our property strategy and work styles are aligned to our future business needs to help deliver our ambitions.
- 3.3 The vision of the PT2 programme is based on a strategy that makes the best multi-functional use of the whole property estate, which includes offices and front line properties, and aims to either sub-let, develop or dispose of surplus property assets, as most appropriate, on a case by case basis.
- 3.4 The objective of the PT2 programme is to design and deliver an affordable core estate that drives change and the delivery of services within a framework of efficient flexible work-styles and high productivity work-practices.
- 3.5 Please note that the main Education Estate, including primary and secondary schools and special schools are NOT in scope of the PT2 programme.
- 3.7 Work will be aligned to other transformational projects such as Digital Channels and Transforming Corporate Systems will ensure that realisation of benefits both financial and non-financial is considered holistically, and will help to expedite benefits realisation for all of these projects
- 3.8 Lessons have been learnt from Property Transformation Phases 1 and 2 and the following information is provided as a summary of key initiatives that will be applied to the extension of the PT2 programme:
- 3.8.1 Co-ordination across Transformational programmes and projects, as mentioned above;
- 3.8.2 Ownership of change – we will engage employees and encourage line managers to embed the changes in local work practices;
- 3.8.3 We will implement an ongoing and comprehensive communications strategy;
- 3.8.4 We will actively promote new/emerging technologies with benefits that support mobile & flexible working; and
- 3.8.5 Change Champions – we will leverage off localised change champions to help storm and form required protocols and principles, driving the change and encouraging local compliance.
- 3.9 The Extension to PT2 will consist of the following work streams, realising £873,000 of additional revenue benefits:
- 1) Sub-let of the East wing of 2<sup>nd</sup> floor at Goodman House in Harlow
    - New rental income generated; partial offset of running costs
    - East wing of 2<sup>nd</sup> floor already vacated
  - 2) Letting of New Bridge House, Chelmsford
    - New rental income generated; full offset of running costs
    - Building already vacated

- 3) Executing a lease break at Castle Point DC offices in 2016
    - Removal of rent and service share spend
    - Building already vacated
  - 4) Scope reduction and efficiency savings in the Mitie contract
  - 5) Looking to drive efficiencies within our office estate
- 3.10 Individual cost items that are £75,000 or above are as follows:
- 1) Capital spend on building works at Watergardens in Harlow to enable a lease termination & relocation of Youth service into the Town Centre.
  - 2) Capital spend on LED lighting for toilets at all office locations (pay back in 2 years).
  - 3) Capital spend in what was the Triangle Club in Chelmsford to create overspill storage space for ERO.
  - 4) One time new revenue costs for additional project resources.
  - 5) One time revenue costs for re-cabling Essex House (IT cabling) and WI-FI surveys.
  - 6) One time revenue costs for Mobile and Flexible Working systems, including incoming Hybrid mail, additional confidentiality PODS and white noise suppression.
- 3.11 In addition to the above we will continue to make the most efficient use of our office and non-operational portfolio, and explore the use of alternative accommodation for the delivery of services that can deliver a net benefit to customers.
- 3.12 Property projects are subject to change, based on market conditions, organisational requirements and viability – therefore during the period of the programme there are likely to be amendments to the Workstream – including opportunities that emerge. Any amendments to the work streams will be recorded through change control notices.

#### **4. Policy context**

##### **ECC Budget Book 2016/17**

- 4.1 The Council now faces an enormous financial challenge due to austerity driven reductions in public sector funding, compounded by the introduction of the National Living Wage and an increasing demand for its services (social care in particular). The Council must continue to manage every single penny in a responsible and frugal way, to ensure its resources are spent wisely and with ruthless priority given to front line delivery of services
- 4.2 Every year for the next four years the Government is cutting its grant to the Council and there are also very significant other pressures to manage. After all identified savings plans have been implemented, there remains a gap of **£172m** by 2018/19.
- 4.3 A substantial part of the Corporate Services Portfolio (**25%**) relates to Property costs of **£19m**, both operating costs and routine maintenance
- 4.4 The extension to PT2 will deliver £30m of capital receipts by the end of March 2018 and £2.2m revenue benefit by the end of March 2019. Approval of the

extension to PT2 will empower Essex Property and Facilities, as a corporate operations function, to support the Council in achieving its savings and efficiencies targets.

- 4.5 The **Education Estate** is a major element of the ECC property portfolio which is primarily occupied by operational schools, either as ECC Community Schools or by way of standard 125 year lease to Academy Trusts. The PT2 extension has only marginal impact on these sites, working to achieve shared use of school accommodation or sites for improved service provision and cost savings where appropriate. However, cognisant of the changing pupil demographics, the extension to PT2 may be an enabler to the future Education Estate where vacant land or premises are considered for potential education re-use as a first priority.

## 5. Financial Implications

- 5.1 The estimated cost of the PT2 extension over an 18 month period from April 2016 until September 2017 is £967,000 of revenue spend (new budget) and £536,000 of capital investment, which is already in the approved capital programme.

- 5.2 It is proposed that revenue investment will be made in following areas:-

- a) Redesign of employee workspace to further enable mobile & flexible working;
- b) Moves of business functions and employees to enable the cost of running the estate to be reduced and surplus properties to be vacated; and
- c) Staff resources required to implement the moves and to manage the programme, including ongoing cultural change around mobile & flexible working.

### 5.3 Revenue budget profile:

Revenue Investment	2016/17 £000	2017/18 £000	Total £000
Location specific	349	102	451
Service specific	15	35	50
Mobile and flexible working	125	0	125
County Wide	0	10	10
Excluding staffing costs	489	147	636
Staffing costs	269	62	331
<b>Total Revenue Investment</b>	<b>758</b>	<b>209</b>	<b>967</b>

- 5.4 It is proposed that capital investment will be made in following areas:-

- a) Building works required to intensify occupancy and make retained properties fit for re-defined purposes;
- b) Targeted and condition based works for properties being retained;
- c) Information technology Infrastructure changes to enable improved productivity of employees occupying properties being retained; and
- d) Preparation of properties for disposal

### Capital investment profile:

Capital Investment	2016/17 £000	2017/18 £000	Total £000
Location specific	313	0	313
Energy saving	123	0	123
County wide	100	0	100
<b>Total Capital Investment</b>	<b>536</b>	<b>0</b>	<b>536</b>

- 5.5 The extension to PT2 will deliver vacant and surplus freehold properties that will be considered for sub-letting, development or sale, as appropriate and on a case by case basis. However, it is anticipated that some of these properties will ultimately be added to the capital receipts programme (total programme target of £30m over two years to March 2018).
- 5.6 This report seeks approval to spend £536,000 on the extension of PT2 from the £6m that has already been added to the capital programme for property projects
- 5.7 Proposed annual revenue savings of £2.2m are planned by the end of March 2019. These are split:-
- £1.0m within Essex Property & Facilities from cost savings and income generation
  - £1.2m within Central Operating Costs from avoided borrowing costs

Both of these amounts are already included in the MTRS and do not represent new savings to bridge the current funding gap.

## 6. Legal Implications

- 6.1 **Restrictions on Disposals** Section 123 of the Local Government Act 1972 requires ECC to secure ‘the best consideration that can reasonably be obtained’ or seek formal consent for the disposal. The commercial value of the disposal is a central consideration in deciding what ‘best consideration’ is, taking into account relevant policies in place and any professional advice given.
- 6.2 **Procurement:** the procurement of goods services will be carried out in accordance with domestic and European Public Contracts legislation and in accordance with the Council’s procurement rules.

## 7. Staffing and other resource implications

- 7.1 Changes to the location of workplace or service delivery will need to recognise the needs of customers, employees and visitors.

- 7.2 All employees have a mobility clause within their contracts, which allows for a change to work base within a reasonable distance and with reasonable notice. Any changes to base as a result of changes outlined within the extension to PT2 would be permitted under this clause.
- 7.3 Compensation payments for excessive mileage could apply where a change in work place causes significant additional travel from that currently experienced.
- 7.4 The cost model for the PT2 extension includes funding for the change programme required to support changes in working practices. In addition, it includes the necessary resources required to assess and manage any Health and Safety requirements related to workplace changes.

## **8. Equality and Diversity implications**

- 8.1 The public sector equality duty (PSED) created by section 149 of the Equalities Act 2010 requires ECC to have due regard to the need to:
  - a. Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
  - b. Advancing equality of opportunity between people who share a protected characteristic and those who do not; (The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.)
  - c. Fostering good relations between people who share a protected characteristic and those who do not include tackling prejudice and promoting understanding).
- 8.2 The PSED is a relevant factor in making this decision but does not impose a duty to achieve the outcomes in s.149, it is only one factor that needs to be considered, and may be balanced against other relevant factors.
- 8.3 To mitigate adverse impacts protected under the Equalities Act 2010, individual equality impact assessments will be undertaken for each project within the PT2 Extension Programme. This has been the approach undertaken throughout the PT2 programme since its inception in 2013.
- 8.4 In addition, the extension to PT2 also includes proposed property disposals that may result in services being relocated. At this stage it has not been confirmed exactly where these services may be relocated to and therefore the attached EqIA only assess equality impacts at a high-level for the programme as a whole. As stated above individual EqIA's will be undertaken for individual projects as the programme progresses. However, no moves of customer-facing operational properties will exceed 5 miles, and where there are moves these are intended to result in a net benefit to customers, (e.g. a location which provides a 'one stop shop').
- 8.5 It should be noted for employees and some members of the public, even a small move geographically could have significant impact (e.g. increase or

decrease in travel time to work and essential services). Therefore, as details emerge of specific moves it will be necessary to take the PSED into account in relation to each decision; and carry out an EqlA in relation to the decision where it is likely to have a disproportionate impact on members of the community who have a protected characteristic.

## **9. Background papers**

Equality Impact Assessment PT2 Extension





**AGENDA ITEM 6**

<b>Report to Cabinet</b>	<b>Forward Plan reference number:</b> FP/444/03/16
<b>Date of Cabinet Meeting: 17 May 2016</b>	<b>County Divisions affected by the decision:</b> All Divisions in Colchester District
<b>Title of report:</b> Decision whether to fund expansion of Philip Morant School and College and The Stanway School by two forms of entry each from September 2017	
<b>Report by</b> Councillor Ray Gooding, Cabinet Member for Education and Lifelong Learning	
<b>Responsible Director:</b> Clare Kershaw, Director for Commissioning: Education and Lifelong Learning	
<b>Enquiries to:</b> Kevin Wilby – School Organisation Officer, <a href="mailto:kevin.wilby@essex.gov.uk">kevin.wilby@essex.gov.uk</a> , or Paul Calder, Project Sponsor, <a href="mailto:paul.calder@essex.gov.uk">paul.calder@essex.gov.uk</a>	

**1. Purpose of report**

- 1.1. To ask Cabinet to support Philip Morant School and College (PM), and The Stanway School (TSS) proposals to expand by two forms of entry each to increase capacity in readiness for increased Year 7 intakes in September 2017, in accordance with Essex County Council's (ECC) duty to commission sufficient school places.

**2. Recommendations**

- 2.1. Agree that ECC supports the proposed expansion of Philip Morant School and College and The Stanway School by two forms of entry each for 2017 delivery, to meet the forecast demand for additional school places in Colchester.
- 2.2. Approve a total spend of £12.9m for construction and associated project fees from the Capital Programme Budget, at Philip Morant School and The Stanway School, to be proportioned £7.14m and £5.74m respectively, payable in four annual instalments between 2015/16 and 2018/2019, as set out in paragraph 5.5.
- 2.3. Approve £120,000 revenue from the Dedicated Schools Grant (DSG) for loose furniture and equipment in the additional teaching and learning spaces

provided as part of the expansion, to be allocated between the academy trusts by the Head of Infrastructure Delivery in 2017/18.

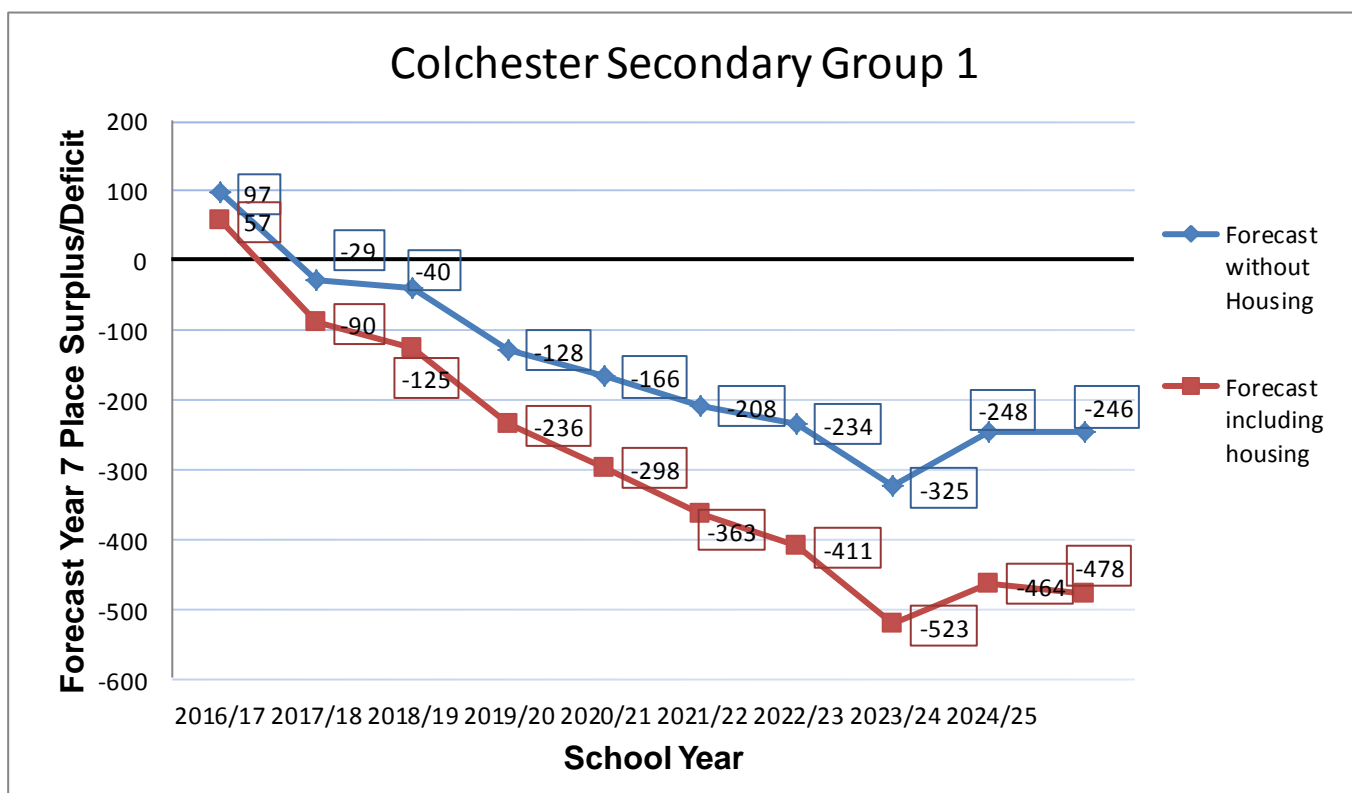
- 2.4. Authorise the Head of Infrastructure Delivery to enter into funding agreements with each of the academy trusts to enlarge the schools' premises once he is satisfied that:

- (a) Full pre-planning consultation with key stakeholders is concluded prior to planning consent;
- (b) The construction costs proposed by the school's contractor are in overall compliance with ECC benchmarking rates and agreed budget caps.

### 3. Background and proposal

#### Demand for Places

- 3.1. Growth in pupil numbers in Colchester is predicted to require at least 12 additional Year 7 forms of entry for secondary education provision between 2017 and 2025. This is due to new housing and rising births, with larger cohorts moving through from the primary phase, as indicated in the table below.



- 3.2. This indicates that there is an immediate need for up to 4 Year 7 forms of entry in Colchester for September 2017. The long term strategic plan which had been agreed in 2012 had envisaged providing additional secondary

school places in a new school on the former Alderman Blaxill School (ABX) site, using the existing buildings. However, viability reports and condition surveys identified that the ABX buildings were in very poor condition, with buildings up to 60 years old and near the end of their building life, in extremely poor condition. The overall cost to remodel, refurbish and repair to the required standards for a new school is £16.4m.

- 3.3. It was considered that in view of the immediate need to provide additional forms of entry, there would be insufficient time and resource to bring the existing buildings up to standard so as to enable an intake in September 2017.

### **Potential Solutions**

- 3.4. Both PM and TSS have academy status and are both located in the vicinity of the ABX site. Both have unilaterally been considering expansions to their existing buildings and had commissioned viability studies on their existing accommodation. Both academies were keen to engage with officers to provide additional Year 7 places from September 2017.
- 3.5. In discussion with the academies a more cost effective and early solution for additional places was identified, by way of expanding both schools, each by two forms of entry. A form of entry at PM is 30 students, while TSS is 27 therefore providing an additional 60 Year 7 places at PM and 54 at TSS in 2017. Overall, 570 additional places will be created across these two academies over the next 5 years, with an annual intake of 114 additional spaces.
- 3.6. The total estimated capital cost for the projects at the academies is £12.9m. This solution provides demonstrable benefits, including:
- 3.6.1. the ability to meet demand for the next 2 years;
  - 3.6.2. high quality education solution for students;
  - 3.6.3. expanding two popular and successful academies (both were rated “good” at their last Ofsted inspections);
  - 3.6.4. provision of new buildings which comply with Building Regulations and ECC / Education Funding Agency area and quality standards; and
  - 3.6.5. lower building life cycle and energy costs.
- 3.7. Both academy headteachers and governing bodies have confirmed their willingness to expand and have committed to accommodate the extra students from September 2017, once the relevant building works have been completed.

### **Longer Term Demand for Places**

- 3.8. The proposed expansions at PM and TSS would provide sufficient additional Year 7 places for 2017 and 2018. The additional forms of entry required for secondary provision in Colchester from 2019 onwards for Year 7 places will need to be provided by engagement with potential providers of free schools and by parallel commissioning of new schools if required. As a result the ABX

site is still being actively considered for a secondary school provision as part of this strategy.

- 3.9. A public engagement session with local residents and other stake holders concerning the ABX site took place on 17 March 2016. Positive feedback was received particularly in terms of using the site for educational purposes in the future and for maintaining a level of community use on the site.
- 3.10. Viability studies have been commissioned to look at the educational capacity of the site which should be completed by the end of June 2016. It is intended to hold another engagement session in mid-July to update the community on developments.

### **Project Arrangements**

- 3.11. Both academies will directly procure and manage the building projects, in accordance with ECC design standards, using ECC funding. Both academies have previously directly managed large capital projects and have submitted a paper demonstrating their experience and capability to ECC for evaluation and approval.
- 3.12. Each academy will sign a funding agreement with ECC, setting out the total capital project budget, terms and conditions and risk ownership. Each funding agreement will require both academies to accept the full cost risk if the scheme cost escalates and any overspend.
- 3.13. To ensure due diligence, throughout the project lifecycle, the project will be monitored by the Infrastructure Delivery team. The academies will also need to adhere to financial regulations approved by governors and guidance provided by the EFA Academy Financial Handbook.
- 3.14. Pre-planning application consultations have been carried out by TSS in March 2016 and will be carried out by PM in early May 2016.

### **DfE Process for Expansion**

- 3.15. In line with DfE's guidance "Making Significant Changes to an Open Academy" TSS and PM will need to seek approval for their expansions. The guidance is clear that it is expected that Regional Schools Commissioners (RSC) will approve the majority of fast track requests from academies currently rated as 'good' or 'outstanding' provided that the academy meets all the fast-track criteria (as below) and is prepared to demonstrate, with evidence if requested:
  - a fair and open consultation has taken place, including that any consultation relating to admission arrangements which are necessary has been undertaken, the number and percentage in favour of the change has been considered, and if there are any objections, how the issues raised will be (or have been) managed;
  - funding has been secured in relation to the proposed change for both capital costs, and that there are no issues with current budget and/or finances. In the case of expansions, academies have sufficient funding for additional pupils, until lagged funding is applied;

- the change is aligned with local pupil place plans and it is unlikely to have a negative impact on educational standards at the academy or at other local schools or colleges; and
- that appropriate planning permissions and other consents required have been secured.

3.16. Officers will support the academies with their applications to DfE/RSC.

#### **4. Policy Context and Outcomes Framework**

- 4.1 ECC has a statutory duty to secure sufficient school places within its area. The key role of the planning function is to maintain a balance between the supply and demand of school places with regard to future projections of pupil numbers, demographic trends and policy priorities. ECC is also under a duty to maximise parental preference where possible.
- 4.2 A stated priority of the Vision for Essex Corporate Plan 2013-2017 is “to increase educational achievement and enhance skills”. ECC is under a duty to promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child’s educational potential. It must also ensure that there are sufficient schools in the county to promote diversity and increase parental choice.
- 4.3 The Corporate Outcomes Framework 2014-2018 has as a “Whole Essex” outcome: “people have aspiration and achieve their ambitions through education, training and lifelong learning” with a particular indicator “percentage of children attending a good school”. Both schools were rated as good at their last Ofsted inspections and supporting governors’ vision of expanding the academies should therefore help to promote a good supply of strong schools.

#### **5. Financial Implications**

- 5.1. The combined Total Estimated Capital Cost (TECC) to achieve four forms of entry (4fe) expansion is £12.9m including appropriate contingency and will be funded from within the existing Education Capital Programme.
- 5.2. ECC initially prepared viability options taking into consideration not only the additional accommodation required according to Building Bulletin 103 guidance, but also the way the academies operate and deliver their curriculum to ensure that education and learning provision was not compromised. The estimated overall cost for the ECC option was £13.3m.
- 5.3. ECC subsequently agreed a more cost effective solution with both academies at a total cost of £12.9m and within ECC benchmarks. This demonstrates that the proposed solution delivers value for money. The schemes will be monitored by ECC to ensure that they fully meet ECC standards of design and build quality.

- 5.4. Part of the £12.9m will be sourced from the revenue Dedicated Schools Grant (DSG) for loose furniture and equipment in the additional teaching and learning spaces provided as part of the expansion. This is estimated to be £120,000.
- 5.5. Holding costs on the former ABX site will be extended as a consequence of this proposal. Existing costs are c £250,000 pa. However ECC property services will review the land and buildings on the site in light of this decision to maximise future value for money. In the future, given expected Colchester demand profiles, this site may be attractive for example as a future Free School.
- 5.6. The table below details the funding sources and expenditure profile of the scheme:

	£000	£000	£000	£000	£000
	Total	2015/16	2016/17	2017/18	2018/19
The Stanway School Capital Costs	7,079	25	2,112	4,770	172
Phillip M Capital Costs	5,678	50	2,026	3,505	97
<b>Total Capital Costs (Capital Programme)</b>	<b>12,757</b>	<b>75</b>	<b>4,138</b>	<b>8,275</b>	<b>269</b>
Grants	12,757	75	4,138	8,275	269
<b>Identified External Capital Funding</b>	<b>12,757</b>	<b>75</b>	<b>4,138</b>	<b>8,275</b>	<b>269</b>
<b>Gap - ECC funding required</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue Costs</b>					
Furniture & equipment	120			120	
<b>Total Revenue Costs</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>-</b>
<b>Total Project Costs</b>	<b>12,877</b>	<b>75</b>	<b>4,138</b>	<b>8,395</b>	<b>269</b>

## 6. Legal Implications

- 6.1. As PM and TSS are academies they may expand in accordance with the terms of their funding agreements with the Secretary of State. ECC's consent is not required. However ECC is able to fund expansion of academies as this is authorised by the Academies Act 2010.
- 6.2. ECC has a statutory duty to commission a sufficient supply of school places. The expansion of PM and TSS was brokered by ECC in accordance with this duty.
- 6.3. ECC is responsible for funding the 'basic need' provision of additional school places in Essex at all schools, including academies.
- 6.4. ECC has a duty to take such steps as reasonable to avoid substantial disadvantage to a disabled person. The duty to make reasonable adjustment is triggered when there is a substantial disadvantage. The duty requires the schools to take positive steps to ensure that disabled pupils can fully participate in the education provided by the school. The duty is an anticipatory one, owed to pupils in general. Thought should be given in

advance of what disabled pupils may require and what adjustments may need to be made for them.

- 6.5. Schools cannot delegate these duties, so must specify the relevant matters in the procurement contract.
- 6.6. Both PM and TSS will be required to undertake a full procurement exercise to identify a contractor for the requisite works to be completed. Due to the value of the works this will have to be done through a competitive process, and must be done in accordance with the Public Contracts Regulations 2015 as they are deemed to be “Contracting Authorities” for these purposes. The schools must also comply with their own Financial Regulations governing contract compliance.
- 6.7. The funding agreement with each academy will set out that the payments are subject to the receipt of the approval from the Secretary of State for the proposed expansions, and on approval of their planning applications, and will also ensure that all overspend will be the responsibility of each academy.

## **7. Staffing and other resource implications**

- 7.1. As the schools grow in size they will need to recruit additional employees to meet the needs of the increasing number of pupils. The size of the schools will increase incrementally over a five year period. The schools will therefore plan for a phased increase in size and staffing structure.

## **8. Equality and Diversity implications**

- 8.1. In making this decision ECC must have regard to the public sector equality duty (PSED) under s.149 of the Equalities Act 2010, i.e. have due regard to the need to:
  - A. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
  - B. Advance equality of opportunity between people who share a protected characteristic and those who do not;
  - C. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.3. The PSED is a relevant factor in making this decision but does not impose a duty to achieve the outcomes in s.149, is only one factor that needs to be considered, and may be balanced against other relevant factors.
- 8.4. An Equality Impact Analysis has been conducted and found no impact on any equality group.

## **9. List of Appendices**

(available at [www.essex.gov.uk](http://www.essex.gov.uk) if not circulated with this report)

### **9.1 EqlA assessment**

## **10. List of Background Papers**

**(Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries)**





Essex County Council

**AGENDA ITEM 7**

<b>Report to Cabinet</b>	<b>Forward Plan reference number:</b> FP/423/02/16
<b>Date of Meeting:</b> 17 May 2016	<b>County Divisions affected by the decision:</b> All Divisions
<b>Title of report: Live at Home: Tender for home support services</b>	
<b>Report by</b> Cllr Dick Madden – Cabinet Member for Adults and Children	
<b>Responsible Director:</b> Nick Presmeg, Director for Integrated Commissioning & Vulnerable People (Working Age Adults)	
<b>Enquiries to:</b> Lucy Johnson, Project Manager - email: <a href="mailto:lucy.johnson2@essex.gov.uk">lucy.johnson2@essex.gov.uk</a>	

**1. Purpose of report**

- 1.1. To seek approval to procure a new Live at Home (domiciliary care services) Services Framework Agreement to commence in February 2017.

**2. Recommendations**

- 2.1. Agree to invite tenders for Live at Home Services across Essex using a one stage tender process complying with the Public Contracts Regulations 2015. A framework contract will be awarded as a ranked list. The contract will be awarded for 4 years.
- 2.2. Authorise the Cabinet Member for Adults and Children to authorise the award of contracts following completion of the procurement process.

**3. Background and proposal**

**3.1. Background**

- 3.1.1. Live at Home services are care services delivered in the person's home. This includes personal care, cleaning and house care, practical and social support, minor health related tasks (excluding district nurse tasks), administration of medication and support during the night (either night sleep or night sitting).
- 3.1.2. Essex County Council (ECC) currently purchases Live at Home services for Older People (aged 65+), Adults with Learning Disabilities, Adults with Mental

Health Needs, Adults with Physical and Sensory Impairments and Carers. At present this is purchased via a framework agreement with suppliers. Suppliers submit prices for types of care and location. These are used to produce a Best Ranked Value List (BVRL) which is used to determine which provider is asked to provide care to a particular individual. Where no supplier accepts the job or the job is outside the scope of the arrangements then the council makes individual 'spot' arrangements covering the placement. The current arrangements expire in February 2017.

- 3.1.3. The current spend on the Live at Home services is £92m per annum for over 15,000 service users utilising services from over 190 providers. £52m of this money is spent via current BVRL contracts. These contracts were tendered in 2010 and awarded in 2011 and extended by mutual agreement in February 2016. Approximately £40m per annum is spent on spot placements.
- 3.1.4. Accordingly, new arrangements are needed. ECC's proposed approach to Live at Home services supports wider commissioning intentions to focus on prevention, independence, and the assets and strengths of people and communities. This will help ECC to deliver key responsibilities and duties under the Care Act (see paragraphs 4.6 and 4.7). This proposal does not include supported living/extra care services, which are procured separately.

### **3.2. Proposed Tender Approach**

- 3.2.1. Officers have considered a range of procurement approaches, including a preferred list, lead provider model and dynamic purchasing system. Having carefully considered the key risks, issues and lessons learnt by other local authorities who are tendering for similar services, it is proposed to adopt a Ranked List Framework Model (described at paragraph 3.3).
- 3.2.2. The proposed approach provides stability for the market by allowing providers to submit new prices with effect from 2017. The Ranked List Model is the preferred option because:
  - (a) It provides certainty and continuity to the current market, as providers understand and are familiar with the ranked list mechanism;
  - (b) It will enable ECC to secure capacity in the short term at an affordable price whilst we work on longer term ambitions; and
  - (c) It will retain a network of operators in each locality which will maintain competition whilst we look at longer term objectives.
- 3.2.3. During the new framework it is envisaged that ECC would work with providers to develop a longer term vision, which includes our intention to:
  - (a) Move towards a simple efficient platform which allows for micro commissioning, and to
  - (b) Give adults requiring services as much choice and control as possible in a culture which encourages adults and for the market to operate in a way which promotes this.

- 3.2.4. It is proposed that the Live at Home Framework will be procured on a lot basis with 12 lots based on District boundaries. Providers will be able to bid per lot and will be able to provide a different price for each District and each specialism. ECC will use this produce a ranked list for each specialism in each District.
- 3.2.5. It is anticipated that ECC will award multiple contracts and/or Districts to providers who are interested. Providers that bid for multiple contracts and/or multiple Districts could have differing positions on each Ranked List according to their overall score and the score of others admitted to the relevant Ranked List. Providers will be able to update their prices annually, although the new prices will only apply to new work.
- 3.2.6. The intent is to ensure that the Framework model will provide care and support to all residents referred by ECC regardless of any disability or other conditions and will support ECC, and the Providers to stabilise the workforce, capacity or demographic issues.
- 3.2.7. A Provider may be suspended or removed from the list at any time during the Contract if they do not maintain the minimum Quality Threshold.
- 3.2.8. Key Performance Indicators (KPIs) will be detailed within the service contract; the data collected via the KPIs will be used to measure the Provider performance and their position on the ranked list.
- 3.2.9. Suppliers not on the framework will be permitted to bid for inclusion on the Ranked List at each of the annual Ranked List review dates. New entrants will be evaluated on the basis of the original tender criteria.

### **3.3. The Ranked List**

- 3.3.1. All Providers awarded onto the Live at Home Framework will be included onto the Ranked List. The Rank List is defined by districts and Providers are able to advise in which districts they are able to provide care.
- 3.3.2. In order to be admitted to the Ranked List, Providers will be evaluated on a best value basis, assessing a Providers pricing and quality submissions. Provider quality will be assessed against set criteria that will ensure quality provision and providers will be required to select a price from pricing matrix developed by ECC. Provider's scores for quality and price will then be added together to produce an overall score. This overall score will then dictate the Provider's position on the Ranked List. Providers will be ranked on the basis of their overall score in descending order, with the provider achieving the highest score being awarded first place on the Ranked List. The Best Value criteria will be as follows:
  - (a) 70% price – Bidders are free to choose prices from the set price matrices. The prices chosen by the Provider will be scored, with the lowest price scoring the highest marks. ECC will reserve the right to amend the pricing matrix at any time to reflect legislative changes, e.g. National Living/Minimum Wage and at any Ranked List review point to ensure prices remain sustainable; and

(b) 30% quality - The minimum quality criteria will be set to ensure that Providers demonstrate they can deliver the service to the Council's quality standard. Providers that do not meet the minimum quality criteria will not be awarded a place on the Ranked List. Therefore, the 30% scoring allocated to quality will identify Providers with better quality/performance and as a result those with better quality/performance will be placed higher on the Ranked List. We have set the quality criteria at 30%, rather than at a higher figure, as we will establish much higher quality criteria for general acceptance to the list than has been set previously.

3.3.3. When reviewing the quality/ performance elements of the Ranked List at each of the quarterly/annual Ranked List review dates, defined criteria set out in KPIs, will be taken into account in determining the Provider's quality/performance score for the re-ranking. Consistent poor performance on the Ranked List will impact on the Provider's future position on a re-ranked list.

3.3.4. The minimum quality criteria will be kept under review to ensure that Providers continue to meet the minimum quality criteria and to account for performance since the original tender process or the previous Ranked List review date (as appropriate). The pricing and quality/performance scores will then be added together to produce an overall score and the overall score will be used to determine the Provider's new position in the revised Ranked List. ECC will also reserve the right the right to review the quality/performance elements of the list as appropriate to potentially allow for the list to be re-ranked on a more frequent basis to be determined by officers.

3.3.5. The Ranked List will be reviewed on a quarterly basis, this will be in accordance to KPIs and monitored by ECC. Providers will be re-ranked based on their KPIs and Provider quality reports received from Provider inspections and internal reports. Providers' pricing will remain as selected at the Invitation to Tender or previous Ranked List review point. Providers will only be permitted to select a new price at the ranked list review points.

### **3.4. Enhancements**

3.4.1. An 'Enhancement Premium' is incorporated into the Live at Home Framework Model for exceptional circumstances where ECC agrees that this is needed to support or deliver services to an individual adult. An example of this could be an adult with complex needs, such as high-end dementia.

3.4.2. The Enhancement Premium will be applied by ECC where an adult meets the defined criteria or it is evident that use of a premium is justified because an adult has specific complexities.

3.4.3. An Enhancement Premium will be subject to review on a regular basis or if a change of circumstances occurs.

3.4.4. If an adult's circumstances change and they no longer meet the criteria the Enhancement may be removed.

3.4.5. ECC may alter or remove an 'Enhancement Premium' from the Live at Home Framework Model at a Ranked List review point.

### **3.5. Target Supply Areas**

- 3.5.1. A 'Target Supply Area (TSA)' premium is incorporated into the Live at Home Framework Model. ECC will be able to apply this where it is clear that there are supply issues in a specific District or Ward. These are generally likely to occur if there is workforce capacity or demographic issues.
- 3.5.2. At present, around 55% of placements are made via the BVRL process, the rest are spot placements. The proportion of spot placement has increased significantly in the last two years; an increase that has been exacerbated by supply issues, particularly (though not exclusively) in rural areas and the difficulties in recruiting carers. In future it is proposed that to address these concerns and help reduce the need to 'spot' purchase in these areas, the Council will have the discretion to nominate Wards where difficulties exist. Where a Ward is nominated as a TSA, a premium price will be paid for new packages of care.
- 3.5.3. The TSA premium rates, where applied would remain for the life of a package. TSAs will be monitored on a monthly basis to ensure the TSA premium is easing supply difficulties.
- 3.5.4. A TSA premium will not be paid for night services or 24 hour services.
- 3.5.5. The TSA will be reviewed annually and will be changed to meet TSA supply or demand over a fixed period. Providers will be notified if and when the TSAs change. ECC reserve the right to stop using and or amend TSAs at any time, if it is clear that supply issues in the areas designated as TSAs are no longer a problem, or the approach is not having the desired impact on securing supply.

### **3.6. Placement process for Providers on the Live at Home Framework**

- 3.6.1. Adults will be placed with Providers on the Live at Home Framework on the following basis:
  - (a) Where an adult specifies a particular Provider and that Provider is on the Live at Home Framework;
  - (b) Where an adult does not express a preference or does not wish to take a Direct Payment, they will be offered the Provider ranked highest on the relevant Ranked List that has capacity to deliver the adult's outcomes. Should an adult not wish to be placed with the first-ranked Provider, they will be offered the next Provider on the list; and
  - (c) If an adult specifies services from a particular Provider outside of the Live at Home Framework, they will be offered a Direct Payment (or Individual Service Fund).
- 3.6.2. It is anticipated that the Live at Home Framework will reduce the number of spot packages, however ECC reserve the right to use spot providers if unable to source packages on the Live at Home Framework.

- 3.6.3. The placement process for the Service Placement Team (SPT) will be included within the service specification to ensure Providers are aware of the planned process from 2017. ECC will reserve the right to make alterations as and when system and business changes are necessary, or if improvements have been defined.

### **3.7. Implementation of the Live at Home Framework**

- 3.7.1. It is proposed that the Live at Home Framework will apply from 12 February 2017. From this date, new work will be allocated to Providers on the Live at Home Framework in accordance with the new ranked list.
- 3.7.2. Any subsequent changes to the pricing will link into the following financial year, which is April 2018 onwards and will be linked ECC's four-weekly payment cycle.
- 3.7.3. All care packages in place at the start of the framework will be paid at their current rate unless that rate is below the minimum rate for that district/speciality in which case the minimum price will be paid instead.
- 3.7.4. The Live at Home Framework will be reviewed annually to ensure that the Framework supports the growth and stability of the market.
- 3.7.5. ECC reserve the right to make alterations to the Live at Home Framework to support the direction of the Local Authority. This includes transformational and cultural change to support the end vision of the Local Authority.

## **4. Policy context and Outcomes Framework**

- 4.1. A Vision for Essex 2013-17 builds on and replaces the previous EssexWorks Commitment 2012-17 and was approved by Cabinet on 18 June 2013 subject to formal adoption by Council on 9 July 2013.
- 4.2. It sets out the Cabinet's vision and priorities, and informs the development of a revised corporate strategy designed to:
- a) Increase educational achievement and enhance skills;
  - b) Develop and maintain the infrastructure that enables our residents to travel and our businesses to grow;
  - c) Support employment and entrepreneurship across our economy;
  - d) Improve public health and well-being across Essex;
  - e) Keep our communities safe and build community resilience; and
  - f) Respect Essex's environment.
- 4.3. The Vision for Essex is based on the following principles;
- a) We will spend taxpayers' money wisely;

- b) Our focus will be on what works best, not on who does it;
- c) We will put residents at the heart of the decisions we make;
- d) We will empower communities to help themselves;
- e) We will reduce dependency;
- f) We will work in partnership; and
- g) We will continue to be open and transparent.

4.4. The proposals in the report is consistent with those principles as follows:

- a) It will spend taxpayers' money wisely by minimising the need for on-going and more costly support care services through increased independence and independent living;
- b) It will put residents at the heart of the decisions we make by ensuring providers understand what good looks like for residents and their aim of independence; and
- c) It will reduce dependency on services by increasing independence and independent living.

4.5. The Corporate Outcomes Framework has an outcome of increasing the proportion of people who live independently. The proposed contract will improve the accessibility to Live at Home Services and will therefore make a contribution to the delivery of this outcome.

4.6. The Care Act 2014 governs the delivery of social care by local authorities. Local authorities are required to adhere to the following principles whilst delivering social care services:

- a) Wellbeing - a broad concept, which should be embedded within all care and support services, it includes: personal dignity; physical and mental health and emotional wellbeing; protection from abuse and neglect; control by the individual over day-to-day life; participation in work, education, training or recreation; social and economic wellbeing; domestic, family and personal; suitability of living accommodation; and the individual's contribution to society;
- b) Prevention - a duty to prevent or delay the onset of needs from developing, this applies to all adults, regardless of their current needs or eligibility including carers;
- c) Carers' rights – a duty that entitles informal carers to care and support that takes into account their needs for a full life;
- d) Assessment – a duty to identify the person's needs and impact on their wellbeing, and the outcomes that the person wishes to achieve. Consideration if the person would benefit from the preventative services, facilities or resources including those available in the community. The person's own capabilities and potential for improvement should be taken into account;

- e) Eligibility – care and support is subject to eligibility of need and financial means, which are set nationally;
  - f) Care and Support planning - care and support should put people in control of their care, with the support that they need to enhance their wellbeing and improve their connections to family, friends and community;
  - g) Personalisation - 'Meeting needs' should recognise that everyone's needs are different and personal. Local authorities must consider how to meet each person's specific needs rather than considering what service they fit into;
  - h) Safeguarding – to stop abuse or neglect wherever possible based on the key principles of empowerment, prevention, proportionality, protection, partnership and accountability.
- 4.7. The procurement of Live at Home Services using a Ranked List Framework Model enables ECC to adhere to the Care Act Principles in the following ways:
- a) Adults with needs will be at the heart of the decisions surrounding how they achieve their outcomes, with input from their families and informal carers. This will mean that they know exactly how they will be supported and it helps them achieve the outcomes they want;
  - b) Informal carers are included as part of the decision making process, recognising that they are expert partners in care; and
  - c) The wellbeing of residents will be measured not just through the tasks that are performed on them, but on how they achieve their outcomes, including social interactions, mental health and emotional wellbeing.

## **5. Financial Implications**

- 5.1. This paper seeks approval to go out to market to procure domiciliary care for a Live at Home service by way of a framework contract to run from 12 February 2017 for four years. Any subsequent changes to the pricing will link into the following financial year, which is from April 2018 onwards and will be linked to ECC's 4 weekly payment cycle.
- 5.2. ECC will reserve the right to amend the pricing matrix at any time to reflect legislative changes, e.g. National Living/Minimum Wage and at the annual Ranked List review points to ensure that prices remain sustainable. It is expected that the changes to the Corporation Tax rate and efficiencies through market optimisation will be realised in these price changes.
- 5.3. The current spend on the Live at Home service is £92m providing services for over 15,000 clients. This reflects the change in scope of the service which now excludes domiciliary care packages delivered in an Extra Care, Supported Living or Intensive Enablement setting.



- 5.4. Expenditure on this service is split with £52m purchased through the current Best Value Ranked List ('BVRL') contracts with the remaining £40m per annum spent on spot placements. It is expected that a number of existing spot providers will join the framework contract thus improving the mix between the amounts of care purchased on spot placements and the framework.
- 5.5. ECC are required to have a legal procurement framework in place for domiciliary care, but in its absence ECC would have to spot purchase placements until a replacement contract could be implemented. Spot contracts in most cases have a higher cost than a contract placement.
- 5.6. Therefore based on current placements and predicted prices, the additional cost to pressure on ECC expenditure would be between in the region of £6m - £7m per annum, if this procurement were not undertaken.
- 5.7. Once we have received the bids from providers as part of the tender process we will assess the financial implications and confirm the budget position. This will form the basis of the report to the Cabinet Member for Adults and Children to authorise the award of contracts following completion of the procurement process as recommended in paragraph 2.2.

## **6. Legal Implications**

- 6.1. Live at Home (Domiciliary Care Services) fall within 'social and other specific services' within Schedule 3 of the Public Contracts Regulations 2015 and the total contract value is estimated to exceed the threshold of £589,184. As a result, the procurement of a new Ranked List is subject to the 'light touch regime' of section 7 of Chapter 3 of the Regulations.
- 6.2. Section 7 of Chapter 3 of the Regulations requires ECC to publish its intention to award a contract for 'social and other specific services by either a Contract Notice or a Prior Information Notice (subject to conditions relating to the contents of both the Contract Notice and Prior Information Notice, please see paragraph 6.13 below).
- 6.3. Regulation 76 of the Regulations states that Contracting Authorities will determine the procedure to be followed to award the contract, but that such process must at least be sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators.

## **7. Staffing and other resource implications**

- 7.1. There may be some small staffing implications for ECC's supplier relationship management team, but that will depend on the numbers of Providers who are placed on the new Ranked List. The resource implications will be reviewed once the tender responses have been received.

- 7.2. The SPT Team will require training and support for the implementation of the Live at Home Framework for February 2017. This will include initial training around the operating model, training any system changes and cultural changes with providers if necessary to support the new Live at Home Framework.
- 7.3. Engagement with Adult Operations will be necessary to ensure any changes are reflected in working practice.

## **8. Equality and Diversity implications**

- 8.1. Section 149 of the Equality Act 2010 creates the public sector equality duty which requires that when ECC makes decisions it must have regard to the need to:
  - a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
  - b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, marriage and civil partnership status, religion or belief, gender and sexual orientation.
- 8.3. The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.
- 8.4. In line with the Care Act 2014, the need for Providers to respect the cultural and religious beliefs of any of those in receipt of the service and to engage with these cultural and religious beliefs when achieving their outcomes is embedded into the contract documents.

## **9. List of Appendices**

- 9.1. Equality Impact Assessment

## **10. List of Background Papers**

- 10.1. None



Essex County Council

## AGENDA ITEM 8

<b>Report to Cabinet</b>	<b>Forward Plan reference number:</b> FP/465/04/16
<b>Date of Meeting:</b> 17 May 2016	<b>County Divisions affected by the decision:</b> All Divisions
<b>Title of report:</b> Children and Young People's Plan 2016	
<b>Report by</b> Cllr Dick Madden, Cabinet Member for Adults and Children	
<b>Responsible Director:</b> Chris Martin, Integrated Commissioning Director (West)	
<b>Enquiries to</b> Clare Burrell, Head of Commissioning Vulnerable People, <a href="mailto:clare.burrell@essex.gov.uk">clare.burrell@essex.gov.uk</a> , 03330136578, 07748623993	

### 1. Purpose of report

- 1.1. To seek Cabinet approval of the new Children and Young People's Plan for 2016 (the Plan). This document replaces the current version of the Children and Young People's Plan 2013-16; refreshed in 2015.
- 1.2. To outline the process used to develop the Plan and the next steps following approval being given.

### 2. Recommendations

- 2.1. Approve the Children and Young People's Plan 2016.

### 3. Background and proposal

- 3.1. The Children and Young People's Strategic Partnership (the Partnership) is a multi-agency body which has been established to enable partners to exercise their 'duty to co-operate' under section 10 of the Children Act 2014.
- 3.2. The Children and Young People's Plan is the key strategic multi-agency document setting out Essex's ambitions for children and young people and how agencies intend to work together to bring these about. The current Essex Children and Young People's Plan expires in 2016, having been agreed in 2013 and refreshed during 2015.
- 3.3. The Plan seeks to improve on previous plans, by reflecting the voices of children, young people and their families; prioritising added-value partnership

activity over business-as-usual single agency actions; translating the Plan into meaningful action resulting in improved outcomes and increasing accountability for implementation by increasing ownership of the Plan by the members of the Partnership.

- 3.4. The Plan has been developed over the last year based on an extensive period of consultation and engagement with the children and young people, parents and carers and the children's workforce. This work has included:
- A review of our previous Children and Young People's Plans and of other plans and strategies relevant to the children's agenda;
  - A review of other local authority plans where they have been judged by Ofsted to good or outstanding;
  - A review of the Joint Area Strategic Needs Assessment and other quantitative and qualitative data;
  - A system impact review of financial pressures and legislation;
  - Engagement with over 700 stakeholders including children, young people, parents, carers and practitioners to co-produce a meaningful plan that everyone can identify with and sign up to; and
  - A six week public consultation.
- 3.5. The outcomes of activity have resulted in the framing of five strategic priorities summarising what is important for children and young people, parents and carers and practitioners. These are:
- Stable, resilient, safe families
  - Emotionally healthy
  - Physically healthy
  - Involved and connected
  - Positive futures
- 3.6. The priorities have informed the agreement of six outcomes which are desired for all children and young people across Essex, namely:
- Children and Young People are well looked after and safe with their basic needs being met within resilient families
  - Children and Young People are emotionally healthy and make good decisions
  - Children and young people are engaged in positive activities and are physically healthy
  - Children, young people and families positively support each other within their communities
  - Children and young people achieve in good quality education, training and work opportunities
- 3.7. To achieve these outcomes the Plan outlines six strategic objectives. The objectives are six changes which are required at a systems level, which, if achieved, are likely to lead to agencies working more efficiently and effectively together with resulting positive impacts across all of the outcomes. The strategic objectives are:
- Protect the most vulnerable
  - Close the gap for the most vulnerable

- Promote resilience and positive choices
  - Achieve better from the use of collective resources
  - Maximise the use of community assets
  - Develop the system's workforce and culture
- 3.8. The Plan is a high level document and as such does not include full detail on how it is anticipated these objectives will be implemented, it does however outline some examples of the ways in which agencies will work together to bring about desired changes and some examples of the ways in which the achievement of the objectives will be measured. This is summarised in a one page 'Plan on a Page'.
- 3.9. Following agreement of the Plan the Partnership will agree a full delivery plan for implementing priority elements. It is intended that this delivery plan will be focused on a limited number of actions but that it will be regularly updated so that the entirety of the Plan will be addressed over its course. Similar activity will also be undertaken by the four Locality Children's Partnership Boards. While using the Plan as their strategic framework, the specific actions selected by Locality Boards will reflect their understanding of local need and priority and of the effectiveness of existing partnership activity in each area.
- 3.10. A full performance management framework will be used to monitor progress against the Plan at County level incorporating a range of data including statistical and user voice.
- 3.11. Across all of its objectives the Plan recognises that there are certain groups of children in Essex who are vulnerable and that for these groups it may be harder for them to do as well as others without additional support from agencies and their communities. The Plan has a clear focus on these groups of children and young people with the intention of, over time, closing the gap in outcomes between these groups and others. The Plan strongly promotes the early provision of help and the development of greater resilience amongst these groups to lessen future demand on public services and to secure more positive futures for these families.
- 3.12. The public consultation on the Plan ran for six weeks to 1 April 2016. This had 234 respondents, mainly professionals. Between 86%-100% of respondents either agreed or strongly agreed with the priorities, outcomes and objectives outlined in the Plan. The majority of respondents commented positively about the role of the Plan in underlining the importance of agencies working together and said they felt that it would provide a driver within their agencies for doing this more effectively.
- 3.13. The main comments made received in the consultation feedback requested further clarification in respect of the meaning and intention of the priority originally named in the consultation document 'socially connected' and the objective originally termed 'behaviour change for resilience and positive choices'. Other respondents asked for further detail on how the Plan would be implemented and how this would be managed in the context of reducing financial resources.

- 3.14. Changes have been made to the final Plan to respond to these areas of concern. This has included renaming socially connected to better articulate its meaning (now called 'involved and connected') and changing 'behaviour change' to 'promote resilience and positive choices'; this is intended to highlight the importance of enabling individuals to make their own choices to change their behaviour rather than behaviour change being enforced upon them. Section 8 of the Plan regarding implementation has also been amended to include additional explanation of the process for developing and implementing delivery plans at both County and locality level. In relation to concerns about the financial context, although the original document did articulate that this was a challenge the foreword of the document has been updated to underline that this is recognised by the Partnership and that the key focus must be on identifying what greater value can be achieved from within existing resources. This issue is further expanded on by the objective about making efficient use of collective resources.
- 3.15. The Plan will be considered by the Partnership on 12 May 2016. It has also already received endorsement from other partnership bodies including the Health and Wellbeing Board and the Essex Partnership Board.
- 3.16. The Plan has also been approved or is in the process of being approved through the governance routes of the Clinical Commissioning Groups, Essex Police and the Schools Forum. Representatives of all these organisations have been fully involved with the development of the Plan to date and regular progress reports have been provided. Agreeing the Plan through multiple agency governance processes is a new arrangement for this iteration. This is intended to symbolise full multi-agency commitment to the Plan and to provide a more robust basis for holding agencies to account for its implementation and for working in accordance with its principles.
- 3.17. On completion a communications plan will be implemented to ensure maximum reach of the Plan to the children's workforce. The Plan is a short document and is summarised into a one page 'Plan on a Page'; it is intended that this will assist with the development of widespread familiarisation. A short animated film is also being developed to share key messages with the public.
- 3.18. The Partnership will undertake a 'health check' activity during June 2016 to ensure it is fit for purpose to support the implementation of the new Plan. The Plan establishes the intention that the Partnership should be recognised and act as a systems leadership body for the children and families' agenda; this activity will allow the leaders represented on this body to establish their commitment to this and consider how this intention can best be achieved.
- 3.19. The terms of reference for the Partnership are also being reviewed to ensure an appropriate governance framework is in place through which member agencies can be held to account for the implementation of the Plan. A similar activity will also be conducted by the Locality Boards, all of which have also undertaken and responded to a local 'health check'.

#### **4. Policy context and Outcomes Framework**

- 4.1. The Plan is fully aligned to the principles of the Essex Vision 2013-17 and contributes in particular to addressing the challenges outlined in that document of: increasing educational achievement and enhancing skills, improving public health and wellbeing, safeguarding vulnerable people and keeping communities safe and building community resilience.
- 4.2. The Children and Young People's Plan is a key enabler of the Joint Health and Wellbeing Strategy 2013-2018 and has particular relevance to the achievement of the priorities under 'Starting and developing well' and 'Living and working well'.
- 4.3. The Plan relates to the Council's Corporate Outcomes Framework 2014-2018 and all 7 of the corporate outcomes and associated commissioning strategies. Particular attention has been given in the development of the Plan to the engagement of commissioners and operational services across both People and Place and it is intended that the Plan should provide a strong bridge for encouraging closer working between the two.
- 4.4. The development of the Plan has included a review the existing suite of multi and single agency plans and strategies which are relevant to this area of activity. The objectives and actions from within these documents have been mapped to ensure an appropriate read across and to avoid duplication.
- 4.5. The Plan gives consideration to all relevant aspects of national legislation, policy and guidance.

#### **5. Financial Implications**

- 5.1. Activity to develop a resource envelope to support the implementation of the Children and Young People's Plan will be taken forward during the financial year 2016/17.
- 5.2. The Plan will be realistic in terms of what it will ask agencies to do and will focus on a small number of activities which will be achievable by agencies working better together within existing resources.
- 5.3. The development of the Plan has included the formation of a multi-agency working group which has considered the implications of increasing political, legislative and other demands and reducing financial resources across the system. Learning from the group has informed the development of the Plan.

## **6. Legal Implications**

- 6.1. The Council was formerly required to approve a Children and Young Person's Plan by section 17 of the Children Act 2004. However, in 2010 that section was replaced by a new version of section 17. Under the new section 17 the local authority ceases to have the duty or power to produce a plan. Instead, the new section 17 empowered the Secretary of State to make regulations to require Children's Trust Boards to produce a Children and Young Person's Plan.
- 6.2. Transitional regulations kept the existing local authority plan in force until the new plan was produced by the Children's Trust Board in accordance with regulations.
- 6.3. Unfortunately the regulations which required the Children's Trust Boards to produce plans were repealed in 2010. This means that the Board has no authority to make plans and the Council cannot change its statutory plan – because that legislation was repealed.
- 6.4. The Plan is not therefore the statutory children and young persons' plan but should be seen as a helpful, non-statutory, document which explains how the Council seeks to work together in co-operation with partners.

## **7. Staffing and other resource implications**

- 7.1. There are no staffing or other resource implications at the current time.

## **8. Equality and Diversity implications**

- 8.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
  - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc on the grounds of a protected characteristic unlawful
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 8.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).



- 8.3 The equality impact assessment indicates that the proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic. The Plan is a high level strategic document which has at its heart the promotion of equality, the promotion of community cohesion and the closure of gaps in outcomes for different groups. A full delivery plan will be developed following the agreement of the Plan, this will contain more detailed proposals for implementing particular aspects of the Plan and further assessments of equality and diversity implications will be completed at this time.

## **9. List of Appendices**

(available at [www.essex.gov.uk](http://www.essex.gov.uk) if not circulated with this report)

- 9.1. Children and Young People's Strategic Plan 2016
- 9.2. Summary of consultation responses
- 9.3. Equality Impact Assessment

## **10. List of Background Papers**

- 10.1. Consultation document and responses.

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Final for proof,

## 1. Foreword

**'The Children and Young People's Strategic Plan is about how we can do things better together'<sup>1</sup>**

The Essex Children and Young People's Strategic Partnership brings together representatives from the different agencies in our County who work with children, young people and their families. The Partnership discusses what are the most important issues and problems for children, young people and families in Essex and decides what we are going to do about them. When something has gone well we celebrate success together and when things are not going well we establish why this is the case and how we can prevent or change the situation. Whether things go well or not, we share learning so that we can undertake our public duties to the best of our ability. In short, the Partnership thinks together and acts together in order to drive the change that will deliver better outcomes for children, young people and their families.

We want to ensure that the most vulnerable children and young people have access to good education and are enabled to lead safe, happy, healthy lives like the majority of their peers across Essex. We work in exceptionally financially demanding times and with changing legislation and expectations from central Government, this provides a significantly challenging situation in which to work. Whilst there is no new money we can do better with what we already have and this may mean that we stop doing some of the things we always did and encourage communities and families to do more for themselves.

Whilst all partners have their own statutory duties to fulfil, we know that working together in genuine and effective partnership across our system, we can add significant value to each-others' work, resulting in better support for those who need it most. Our Children and Young People's Strategic Plan, articulated in our 'plan on a page', aims to bring about the strategic changes needed across our children's system to ensure we can meet the needs of our most vulnerable children and young people within the financially difficult and complex landscape we operate in.

We want to thank the children, young people, parents, carers and staff from all organisations who have helped develop this plan and deepen our understanding of what needs to happen to continue to make Essex a great place for children and young people to grow, develop and thrive.

Councillor Dick Madden  
Cabinet Member Children and Adults

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<sup>1</sup> All the quotes in this document were provided to us during our engagement activity

## 1. Background

**“We’ve made good progress but there is much more to do”**

Following an extensive programme of engagement in the development of this Children and Young People’s Strategic Plan (the Plan) there was overwhelming agreement amongst those we worked with that partners should continue to come together under the Children’s Act 2004 “Duty to Co-operate” and set the direction and vision for children’s services within a joint plan.

There has been significant progress since our last plan (appendix 1). The numbers of Looked After Children have reduced to under 1,000; there are more schools in Essex judged by Ofsted to be “Good” and “Outstanding” and our last Social Care Ofsted judgement in 2014 was “Good”. Our Family Solutions teams are supporting some of the most complex families in the County and have worked with over 1,800 families since the service started in October 2013. There is still much to do on health inequalities but we are starting to see a downward trend in obesity amongst children and young people. There has been positive multi-agency engagement to support the introduction of Education, Health and Care (EHC) Plans to more appropriately meet the needs of children and young people with Special Educational Needs and Disabilities (SEND) and in 2015 a new jointly commissioned emotional health and well-being service become operational. There has additionally been a significant rise in the number of young people participating in the National Citizenship Service, with over 1,000 taking part since 2011. Whilst we have much to celebrate there is still much to do to build on our success and to focus efforts where there are still poor outcomes for a minority of children and young people.

This latest version of our Plan sets out our ambitions for the coming few years and provides a strategic framework that affirms partners’ commitment to work together on six “system objectives” that will deliver better outcomes for children, young people and their parents and carers.

The children’s landscape is complex and is becoming increasingly more so with the diversification of the provider market and the Local Authority’s diminishing role and influence in education. This Plan cannot be everything to everyone but it is flexible enough to allow for and recognise change. We are determined the Plan will be a “live” document and will be the basis of on-going conversations not only across the Partnership but with children, young people, families and front line professionals. This will help us understand beyond the data, that we are doing what we have set out to and that it is still the right thing to do.

## 2. About Essex

**“You get the best of both worlds in Essex, towns for things to do and countryside for green and quiet”**

Essex is a diverse county with a population of 1,393,000, approximately 296,683 (21.1%) being under the age of 18. Whilst a relatively affluent county, there are pockets of high deprivation particularly in the South and North and approximately 14.7% of children are living in poverty.

Children and Young People from minority ethnic groups account for 8.5% of all Children and Young People living in the area, compared with 21.5% in the country as a whole. The proportion of children and young people with English as an additional language in primary schools is 5.7% (the national average is 18.1%) and in secondary schools is 4.1% (the national average is 13.6%).

The overarching picture for Essex shows that during the past three years children living in poverty and teenage conception rates have reduced and are below the England average. Early Years and educational achievement has improved and numbers of those not in education and employment or training are down. Of course, this positive picture is not the same for all children and young people in Essex and this Plan seeks to target our resource to those who will benefit most. In particular we need some concerted effort on ensuring we support those with low emotional well-being and mental health and those living in challenging circumstances, for example those witnessing domestic abuse. . The Joint Strategic Needs Analysis provides more detail on the social, health and educational needs of children and young people in Essex and has informed the development of this Plan (appendix 2).



### 3. The Essex Children's System

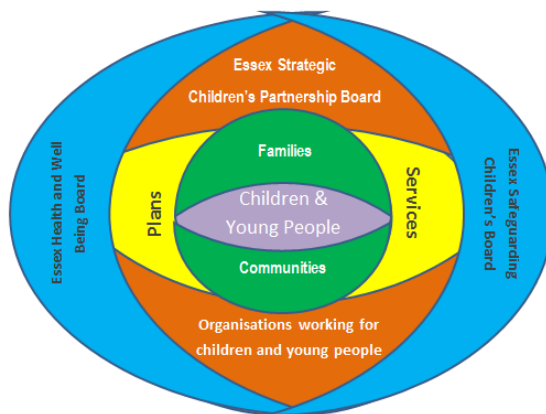
**“The plan gives a clear vision and needs to be adopted throughout the County”**

The Essex wide Children and Young People's Strategic Partnership (the Partnership) has representatives from across the partner organisations and provides leadership for the children's system. The Partnership makes decisions and changes or improves the system through its



influence and actions. The Partnership sits within the governance framework of the Health and Well Being Board, which itself is made up of key leaders from health and social care, who work together to improve the health and well being of the Essex population. The Partnership also sits alongside the Essex Safeguarding Children Board, whose responsibility is to ensure the safety of children and people's in Essex is looked after.

### The Children's System



Essex is big and diverse and because of this there are four Locality Children's Partnerships in North East, West, Mid and South Essex. Whilst there are similarities across the areas, there are also differences in the needs of their children and young people. This can be for a variety of reasons including location, for example rural isolation, or local issues like high unemployment. The Locality Children's Partnerships are the experts on their areas and use their knowledge to focus local activity. Like the Essex Children and Young People's Strategic Partnership, they will use the framework of this Plan to develop a more detailed delivery plan for the changes they want to see in their areas and will be given support, and when necessary, challenge, from the wider Essex Children and Young People's Strategic Partnership in doing so.

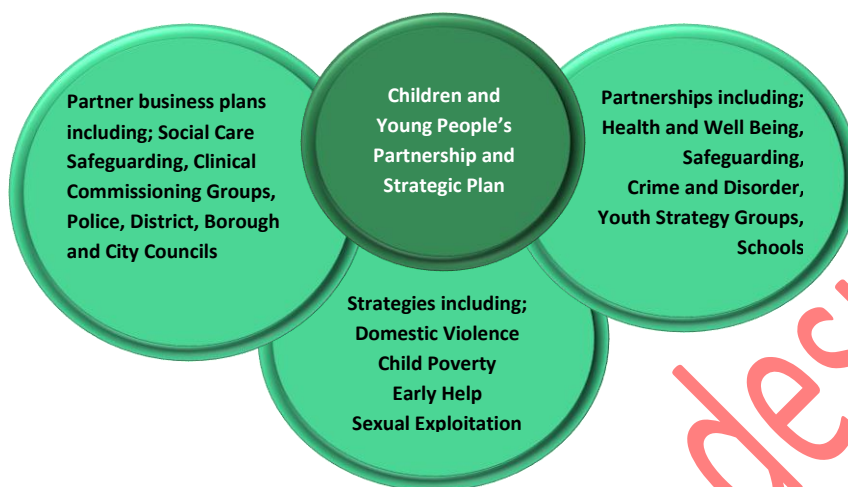
## 4. The context

**"There cannot be the passing on of a problem or issue. .... *all* agencies have a joint responsibility to work in this way *with* children, young people and families"**

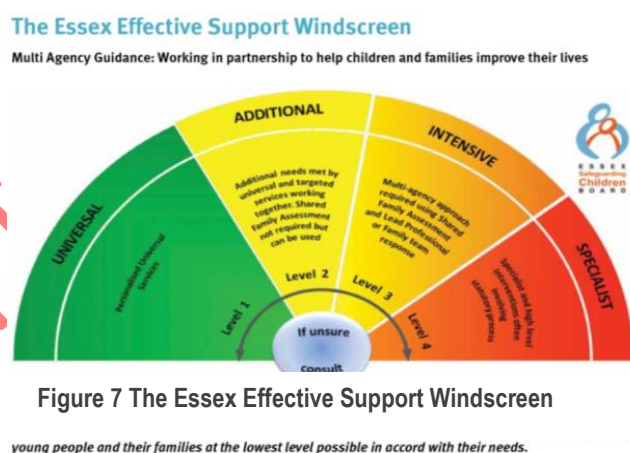
We work within a complex children and young people's landscape that incorporates upwards of 550 schools and academies, five Clinical Commissioning Groups (CCGs), three police divisions, twelve districts/boroughs/City councils and the two bordering unitary authorities of Thurrock and Southend. There is also a thriving voluntary and community sector providing support to children, young people and adults which is critical to the delivery of our Plan.

There are a wide range of strategies, plans and partnerships that enable us to do our work and they are all inextricably linked and critical to the delivery of both our respective agencies' visions and objectives and our shared vision and objectives set out in this Plan. There are some issues (for example housing and transport) that are of significant importance to achieving the outcomes of

this Plan but which are outside of the direct remit of the Children and Young People's Strategic Partnership. For these issues the Partnership will seek to engage with and exert influence over other relevant partnerships and organisations, highlighting the potential impact they could have and encouraging them to take action.



This Plan seeks to provide support for the continued delivery of good quality universal services, that is the services that everyone can access, but importantly focuses on how we can make the most of our shared capacity to address the needs of those most vulnerable children and young people who have additional, complex or more specialist needs as outlined in the Essex Effective Support Windscreen.



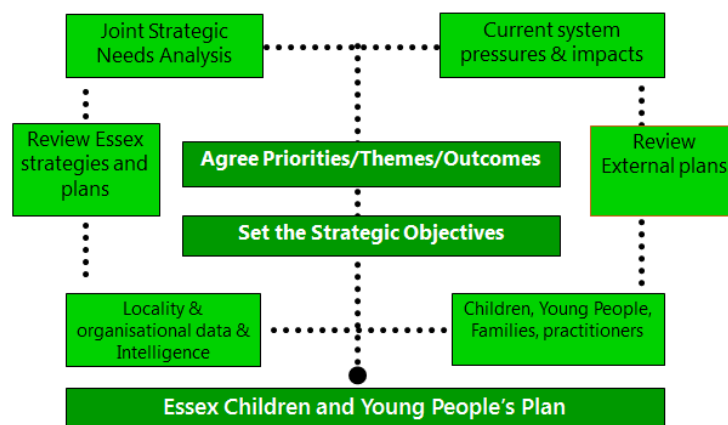
The Essex Early Help Offer (appendix 3) sets out in out in detail how we support children, young people and families and provides the framework for multi-agency roles and responsibilities for working with children and young people, including thresholds of need and how the front line delivery of our system works together at an operational level.

## 5. Developing our vision, priorities and strategic objectives

"Real conversations give meaningful insight"



We set out a clear methodology to develop this Plan and as well as using our data we ensured we gathered views and opinions from everyone who is important when setting our system objectives.



We spent nine months listening to children, young people and their parents and carers about their hopes and wishes for themselves, their families and their communities and in doing so heard about their day to day lives, their strengths and their challenges. We heard from front line practitioners about the issues they face, what they are observing and how they are supporting families. In order to identify risks and opportunities, leaders from across services identified together the impacts that new legislation and austerity are having on our own work and what this means collectively for the children's system and, we also surveyed over 300 senior managers to gather their experiences and seek their views. As a result the Partnership has a renewed and deepened understanding of the issues from all perspectives and we are re-focused and re-energised for the challenges ahead.

## 6. Our vision and principles

**"It aspires to support everyone by strengthening communities and providing targeted and early support"**

We know that there will always be some children, young people and families who will need our support and that the earlier we can provide it the higher probability there is of good long term sustainable outcomes. We want however to shift the focus away from dependency on organised public services, enabling people and communities to build on their own strengths and assets to support themselves. Having deepened our understanding from our engagement with children, young people and families our six system objectives are set in a framework that determines what needs to happen to deliver better outcomes for children and young people. This framework provides the direction for the Locality Children's Partnerships as well as the Essex Children and Young People's Strategic Partnership and illustrates how we will add value to our business as usual by:

- **Keeping children, young people and families at the heart of all we do;**

- **Working collectively, innovatively and influentially** together to deliver our Plan;
- **Communicating** with and on behalf of each other in the interests of delivering the Plan;
- **Providing assurance, challenge and support** for each-others' statutory responsibilities;
- **Being open and honest** with each other

We have tried to keep our strategic plan simple, focused and manageable, concentrating on just six system objectives that we believe will deliver the real change we want to see across the children's system and subsequently deliver better outcomes for children, young people, parents, carers and communities. We want everyone across the children's landscape in Essex to see the part they play in delivering our objectives, including children and young people.

We have summarised our strategic framework on two pages where we have outlined what people and our data have told us and what we want to do about it:

**What practitioners said:** we ran workshops and surveys collating views from practitioners and managers, listening to what is happening on the ground for children, young people and parents and carers, and what helps or hinders their work on a day to day basis.

**What parents said:** we listened to what life is like for parents and carers in Essex and their strengths, challenges and aspirations for their children and young people.

**What children and young people said:** we listened to children and young people tell us about what is important to them and their aspirations and ambitions including those for their families and communities.

Having listened carefully, we collated the information with our data to set out the **priorities** (what is important) and the **outcomes** (how we want things to be). With this deepened understanding we were able to define **the system vision** (how we want the system to work together) and the **system objectives** (how we will deliver that vision).

## 7. The focus of work - Vulnerability and risk

**"I like people's reactions when they see we're not the Essex stereotype that's been created"**

The majority of children and young people in Essex have their needs met through universal services that everyone can access e.g. schools, GPs and dentists. They have ready access to a range of activities they can go to with their friends and families and through which they can grow and develop, for example, parks and leisure centres. Things not working out can happen to any child or young person and when that happens, the majority can cope because they are resilient and have support around them. For some children and young people however there is a higher chance of things going wrong because their circumstances mean they are exposed to higher risks and vulnerabilities. We want to ensure that these children and young people are supported to have every opportunity of achieving the same social, educational, health and economic outcomes as their peers and to live happily, achieve personal growth and be aspirational about their futures. This means we will be putting particular focus on the children and young people who:

Are in Care or Leaving Care	Have a Child Protection plan
Are Young Offenders	Have a Child in Need plan
Are living in low income families <sup>2</sup>	Have Special Educational Needs and Disabilities
Are affected by domestic violence	Have long term health conditions
Are at risk of sexual exploitation	Have parents with mental health needs
At risk of engaging in youth violence	Have parents in prison
Are homeless or in temporary housing	Have caring responsibilities
Are not in full time or mainstream education	Have migrated to Essex (within or outside the UK)
Are not in Education, Employment or Training	Go missing and/or runaway

There are some children and young people who do not appear vulnerable but who may not be coping as well as we think or whose circumstances are not secure; for these children and young people only small changes or challenges in life may make things difficult. Being aware of children and young people “on the edge” of vulnerability is important. Early help may be needed at any point in a child or young person’s life and includes both interventions early in life as well as interventions early in the development of a problem. It can offer support early to help families solve problems or to reduce the impact of problems that have already emerged.

## 8. Implementing, reviewing and renewing the Plan

**“The Plan sets out priorities but this must be translated into positive outcomes”**

This Plan is a summary of our intentions and is not intended to provide full details about how these will be implemented. The Essex wide Children and Young People’s Strategic Partnership will develop a more detailed delivery plan which will focus on a limited number of actions at any one time; these actions will reflect those which the Partnership determine to be of the highest priority and which are likely to lead to the greatest impact on outcomes. This delivery plan will be updated on a regular basis to ensure the full scope of this Plan is addressed over its course. A similar process will be undertaken by the Locality Children and Young People’s Strategic Partnerships who will select their areas of focus based on local needs.

Progress against this Plan will be reviewed at the quarterly meetings of the Strategic and Locality Children and Young People’s Partnership meetings and there will be annual reviews which will formally report on performance and impact. We will also engage with children, young people and families to ask how well we are doing, whether we are still doing the right things and to find out whether the impacts of our actions are being felt where it most matters.

Appendix 1 - [www.essexinsight.org.uk](http://www.essexinsight.org.uk) link to the last performance report

Appendix 2 [www.essexinsight.org.uk](http://www.essexinsight.org.uk) Link to the children’s data

Appendix 3 link to Essex Early Help Offer

<sup>2</sup> Defined as those in receipt of free school meals, early years pupil premium and pupil premium and free early education entitlement e years and families in neighbourhoods with high levels of deprivation as measured by the index of multiple deprivation

Back page Partners; District/Borough/City councils; Police; Clinical Commissioning Groups; Voluntary and Community Sector; Essex County Council; Essex Schools; Plan Oversight Group; Clinical Commissioning Groups; Essex Schools; ECC, Harlow Districts, Children's Society; ESCB

Final for proof; in design

Essex Children and Young People’s Strategic Partnership Plan

What Practitioners said	What Parents and Carers said	What Children and Young People said	Priorities What’s important	Outcomes How we want things to be	Our System Vision How we want things to work	Joint System objectives How we will effect change
<b>Issues for parents:</b>  Low level poor mental health issues  Conflict in parent relationships  Parents engaging in risky behaviours  Lack of parenting skills and confidence  Families falling into debt	<b>For themselves they want:</b>  To be able to socialise with peers, friends and neighbours  To have access to local places and have family time at no or low cost  To feel part of a community  To be free from worry about things like anti-social behaviour and debt	Parents, carers, siblings, and their pets are the most important things to them. They want to cope better with personal worries about things like seeing absent parents, money and family members who are ill.  They like to be loved, liked and get on with people, including having good friends and relationships. They want to be able to deal with things like bullying and negative behaviours of other people and not worry about things they hear about like radicalisation.	<b>Stable, resilient, safe families</b>	Children and Young People are well looked after and safe with their basic needs being met within resilient families	Work to children, young people and families’ strengths  Focus on preventing problems before they occur and offering early support if they do  Promote self-reliance and resilience  Be clear and consistent about expected outcomes and judge what we do against them  Work together across the whole system to deliver the right services, in the right place, at the right time  Use the evidence base for what works whilst having room for innovation  Be brave enough to stop things that are wrong  Be inclusive and actively address discrimination of all forms, appreciating and understanding difference  Use our collective influence to bring about change that will support delivery of the Plan  Provide assurance, challenge and support for each-others’ statutory responsibilities  Keep and engage children, young people and families at the heart of all we do	<b>Protect the most vulnerable:</b> keep children and young people safe from harm and neglect by working together to strengthen safeguarding across the system  <b>Close the gap for the most vulnerable:</b> close the gap in outcomes for those who experience social, educational and health inequalities to improve lives and break cycles of deprivation  <b>Promote resilience and positive choices:</b> innovate solutions for resilience and informed decision making so that people have more choice and control in their lives and are not unnecessarily reliant on public services  <b>Achieve better from the use of collective resources:</b> effectively manage and maximise resources, working innovatively together to achieve better outcomes  <b>Maximise the use of community assets:</b> make the best use of local assets for the benefit of children, young people and families, deliver a better environment and stronger communities through informal educational and social activity  <b>Develop the system’s workforce and culture:</b> Nurture a high quality workforce that is supported and valued
<b>Issues for children and young people:</b>  Poor parental attachments  A lack of social and emotional skills  Some poor and risky choices  Concerns about the negative impacts of social media	<b>For their Children they want for them:</b>  To be able socialise effectively (but they worry about them being bullied)  To have good education and access to good opportunities and jobs in the future  To make good decisions when they need to	They enjoy physical activities like football, gymnastics, swimming and going to clubs and want to know their communities better. They want to do more activities, especially with family and friends but they can be expensive and not always easy to get to.  They are ambitious and aspirational and positive about the future. They want to do well at school and get support to get a good job and have nice things.	<b>Emotionally healthy</b>	Children and Young People are emotionally healthy and make good decisions		
			<b>Physically healthy</b>	Children and young people are engaged in positive activities and are physically healthy		
			<b>Involved and Connected</b>	Children, young people and families positively support each other within their communities		
			<b>Positive Futures</b>	Children and young people achieve in good quality education, training and work opportunities		



Priorities	Outcomes for Children and Young People				
Stable, Resilient, Safe Families	Children and young people are emotionally healthy and make good decisions	Children and young people are well looked after and safe, with their basic needs being met within resilient families	Children and young people are engaged in positive activities and are physically healthy	Children, young people and families positively support each other within their communities	Children and young people attend good quality education, training and work opportunities
Emotionally Healthy					
Physically Healthy					
Involved and Connected					
Positive Futures					
System Objectives and Actions					
1. Protect the most vulnerable	2. Close the gap for the most vulnerable		3. Promote resilience and positive choices		
We will work to strengthen safeguarding across the children's system through, systems, procedures and well managed operational delivery and commissioning. We will act on serious case and child death reviews and section 11 audits findings and concentrate our efforts on tackling all aspects of abuse and neglect including high profile issues such as sexual exploitation, domestic abuse, youth violence and e-safety. <b>We will measure our success through a range of impact measures including indicators such as domestic abuse incidences, child protection plans and children who go missing, as well as feedback from those who are supported and that we are trying to protect.</b>	We will work together to close the gap for those who experience social, educational and health inequalities and improve their social, emotional, educational and health outcomes. For example, we will support each other to improve school attendance, collaborate to continue to embed the SEND reforms and increase access to preventative health care, for example health checks and vaccinations. We will make best use of pupil premiums. When needed, we will signpost families to early help as soon as problems occur that cannot resolved by parents, young people and universal services alone. <b>We will measure our success through a range of indicators such as persistent school absence, children on part time timetables, Education Health Care Plans, health vaccinations and outcomes delivered through early help services, as well as listening to what children and young people tell us about their development and experiences.</b>		We will provide information that enables children, young people and families to become resilient and self-reliant and stop and think before they access public services. When we work directly with children, young people and families we will enable them to build on their strengths and work with each other and others in their communities to find solutions to the issues they are facing. We will enable well informed and good decision making that leads to them being safe and emotionally and physically healthy. <b>Success will be measured by people reporting a change in behaviour and choices as well indicators like number of attendances at accident and emergency, referrals to social care and increased use of local pharmacies.</b>		
4. Efficient use of collective resources	5. Maximise the use of community assets		6. Develop the system’s workforce and culture		
We will map partnership resource against our priorities and plan to use it more efficiently and effectively, for example in developing and sustaining early help. We will encourage new partners, for example businesses, to support the delivery of our objectives by boosting contribution through volunteering and mentoring. We will capitalise our own capability to support the aspirations of children and young people in developing more public sector work experience opportunities and collaborate to integrate and jointly commission services such as the Emotional Health and Well Being and pre-birth-19 delivery. <b>We will use a range of indicators to measure success, including outcomes delivered as a result of engagement with services and children, young people and parent/carers experiences.</b>	We will work with children, young people, parents and carers to have the skills to identify and develop locality based assets that will enable them to think, act and play together. Children and young people will be safe, happy and proud to live in communities where they are valued by others. With their families they will be enabled to develop and access their own positive recreational activities that enable informal and social educational opportunities leading to increased self-esteem. <b>Increased local provision and use of local community assets such as parks, community centres and libraries will be an indication of success as well as listening to whether or not children, young people and parents and carers have access to and feel part of, and safe in their communities.</b>		We will ensure that we have sufficient, high quality people working across our children’s workforce in both the statutory and community and voluntary sector and that this workforce is well supported and valued. In particular we will ensure the workforce is properly equipped to work with families, focussing on their strengths and finding their own solutions. <b>Success will be judged by analysing, for example, the impact of training delivered and levels of vacancies across key services. We will ask our workforce how well they feel they are supported and valued and will ask the children, young people and families we work with about their experiences with us, what is good and what we need to do to improve.</b>		

Final for proof; in design





## Children and Young People's Plan 2016 – Summary of Consultation Responses

### Summary

- The majority (67%) of respondents were professionals; 23% were parents or carers. There were only 4 respondents who were young people (however the consultation was not aimed at young people as they have been engaged with in other ways).
- There was a broad and fairly consistent level of responses across the areas in which people worked and in which they lived meaning we had good coverage across the County.
- There was also a broad and consistent coverage across the types of service provision and the age ranges covered by the services those responding to the survey worked for.
- 94% of respondents said they understood all of the Plan (54%) or some of it (40%)
- 19% of respondents said they could see a clear role for their organisation in delivering the plan – most people said that this would require more discussion within their organisations or that this needed to be made clearer (the Plan did not aim to articulate this in detail)
- There were very high levels of agreement or strong agreement with all elements of the Plan; where people did not agree they either did not say why or they said they were disagreeing because they did not feel the element was properly explained or articulated
- Most people commented that the Plan 'offered' something to them, for example in promoting partnership working, setting out the types of support that were available and underlining a commitment to improving how the system works together; however the responses from parents were less positive with many saying they were unclear what the plan offered to them or highlighting that it did not seem to meet their specific needs / requirements (the Plan was not specifically aimed at parents)

Totals strongly agreeing or agreeing with the priorities:					
<i>Stable, Resilient, Safe Families</i> 97%	<i>Emotionally Healthy</i> 97%	<i>Physically Healthy</i> 97%	<i>Socially Connected</i> 94%	<i>Positive Future</i> 94%	
Totals strongly agreeing or agreeing with the outcomes:					
<i>CYP are well looked after and safe with their basic needs being met within resilient families</i> 95%	<i>CYP are emotionally healthy and make good decisions</i> 95%	<i>CYP are engaged in positive activities and are physically healthy</i> 94%	<i>CYPF support each other within their communities</i> 91%	<i>CYP attend good quality education, training and work opportunities</i> 95%	
Totals strongly agreeing or agreeing with objectives:					
<i>Protection for the most vulnerable</i> 100%	<i>Closing the gap for the most vulnerable</i> 100%	<i>Behaviour change within individuals, families and communities</i> 93%	<i>Better use of community assets</i> 93%	<i>Effective and efficient use of collective resources to deliver outcomes</i> 86%	<i>System workforce culture and development</i> 93%

**Summary of common comments made:**





- Concerns about how the plan could be achieved against the context of service and budget cuts
- Desire for more detail about how the Plan will be implemented
- Desire for more detail about how the Plan will be monitored and success evaluated
- Requirement for greater clarity about meaning / intention of priority originally called 'socially connected'
- Concern about 'behaviour change' – how might this be implemented, what does it mean
- Concern about communities / families supporting each other – how it is intended this is supported by agencies, ensuring this is positive support and whether this is just a strategy to enable service reductions
- Respondents underlining that the Plan can only be achieved through effective partnership working
- Commonly mentioned issues which needed further highlighting / prioritisation were: mental health, housing, poverty and social isolation. Respondents also requested the broadening of references to sexual exploitation and domestic abuse

**Key changes made in response to consultation:**














- 'Socially connected' renamed 'involved and connected'
- 'Behaviour change within individuals, families and communities' renamed 'Promote resilience and positive choices' and explanatory paragraph amended
- Changes made to clarify that community support needs to be positive and to underline that community action / volunteering does need support statutory services
- A clearer explanation provided about how action plans will be developed, implemented and monitored
- A clearer explanation given of how delivery is expected to occur without additional funding
- Additional emphasis included in foreword about successful delivery being reliant on engagement from all partner organisations (and emphasise that all organisations have provided a commitment to this through signing up to Plan)

## Full responses










### 1. Are you responding primarily as a:

		Response Total	Response Percent
Parent / Expectant Parent/ Carer		51	23%
Young Person		4	2%
Professional		149	67%
Other		19	9%
Total Respondents		223	


















### 2. Which District do you live in:

		Response Total	Response Percent
Basildon		14	7%
Braintree		32	16%
Brentwood		5	2%
Castle Point		13	6%
Chelmsford		27	13%
Colchester		24	12%
Epping Forest		17	8%
Harlow		17	8%
Maldon		12	6%
Rochford		8	4%
Tendring		11	5%
Uttlesford		8	4%
Other, please state <a href="#">view</a>		16	8%
Total Respondents		204	








### 3. Which District do you work in:

		Response Total	Response Percent
Basildon		0	0%
Braintree		2	9%
Brentwood		0	0%
Castle Point		1	5%
Chelmsford		2	9%
Colchester		3	14%
Epping Forest		0	0%
Harlow		3	14%
Maldon		1	5%
Rochford		0	0%
Tendring		2	9%
Uttlesford		1	5%
Other, please state		7	32%
Total Respondents		22	



#### 4. What type of services do you provide

		Response Total	Response Percent
Social Care Services		1	4%
Early Years		4	16%
Education		6	24%
Further Education		2	8%
Adult Community Learning		2	8%
Vocational Training		1	4%
Housing		3	12%
Leisure Services		3	12%
Health Commissioning		2	8%
Health Provider		3	12%
Public Protection		2	8%
Community Safety		5	20%
Benefits and Finance Advice		4	16%
Family/Parenting Support and Mentoring		6	24%
Volunteering Development and Support		5	20%
Youth Work		4	16%
Other, please specify		5	20%
<b>Total Respondents</b>		<b>25</b>	





#### 5. To which group(s) do you / your organisation provide support?

		Response Total	Response Percent
No responses were entered for this question.			
Pre-Birth		6	24%
Under 5		13	52%
5-10		11	44%
11-15		14	56%
16-19		13	52%
20-25		10	40%
Parents / Carers		9	36%
<b>Total Respondents</b>		<b>25</b>	

#### 6. Have you read the draft Essex Children and Young People's Plan?

		Response Total	Response Percent
No responses were entered for this question.			
Yes		160	91%
No		16	9%
<b>Total Respondents</b>		<b>176</b>	

**7. If yes, How much of the document did you understand?**

		<b>Response Total</b>	<b>Response Percent</b>
No responses were entered for this question.			
I understood all of it		<b>78</b>	<b>54%</b>
I understood some of it		<b>58</b>	<b>40%</b>
I didn't understand much of it		<b>7</b>	<b>5%</b>
I didn't understand any of it		<b>2</b>	<b>1%</b>
<b>Total Respondents</b>		<b>145</b>	

**8. To what extent do you agree with the Priorities we have included in the plan?**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Total</b>
Stable, Resilient, Safe Families	73.47% (72)	23.47% (23)	1.02% (1)	2.04% (2)	0% (0)	<b>98</b>
Emotionally Healthy	76.29% (74)	20.62% (20)	1.03% (1)	2.06% (2)	0% (0)	<b>97</b>
Physically Healthy	68.75% (66)	28.12% (27)	1.04% (1)	2.08% (2)	0% (0)	<b>96</b>
Socially Connected	62.89% (61)	30.93% (30)	4.12% (4)	2.06% (2)	0% (0)	<b>97</b>
Positive Future	71.88% (69)	22.92% (22)	3.12% (3)	2.08% (2)	0% (0)	<b>96</b>
<b>Total Respondents</b>						<b>98</b>

**9. To what extent do you agree with the Outcomes we have included in the plan?**






	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Total</b>
Children and Young People are well looked after and safe with their basic needs being met within resilient families	74.47% (70)	20.21% (19)	1.06% (1)	0% (0)	4.26% (4)	<b>94</b>
Children and Young People are emotionally healthy and make good decisions	73.63% (67)	20.88% (19)	1.1% (1)	0% (0)	4.4% (4)	<b>91</b>
Children and young people are engaged in positive activities and are physically healthy	68.82% (64)	24.73% (23)	2.15% (2)	0% (0)	4.3% (4)	<b>93</b>
Children, young people and families support each other within their communities	60.44% (55)	30.77% (28)	2.2% (2)	1.1% (1)	5.49% (5)	<b>91</b>
Children and young people attend good quality education, training and work opportunities	76.92% (70)	17.58% (16)	0% (0)	1.1% (1)	4.4% (4)	<b>91</b>
<b>Total Respondents</b>						<b>94</b>

**10. To what extent do you agree with the Objectives we have listed in the document?**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't know</b>	<b>Response Total</b>
Protection for the most vulnerable	73.33% (11)	26.67% (4)	0% (0)	0% (0)	0% (0)	<b>15</b>
Closing the gap (i.e. helping those less well off) for the most vulnerable	73.33% (11)	26.67% (4)	0% (0)	0% (0)	0% (0)	<b>15</b>
Behaviour change within individuals, families and communities	53.33% (8)	40% (6)	0% (0)	6.67% (1)	0% (0)	<b>15</b>

Better use of community assets	53.33% (8)	40% (6)	0% (0)	0% (0)	6.67% (1)	<b>15</b>
Effective and efficient use of collective resources to deliver outcomes	53.33% (8)	33.33% (5)	0% (0)	6.67% (1)	6.67% (1)	<b>15</b>
System workforce culture and development	53.33% (8)	40% (6)	0% (0)	0% (0)	6.67% (1)	<b>15</b>
<b>Total Respondents</b>						<b>15</b>

**11. In what ways does the plan help you to see how your organisation will contribute to achieving the objectives?**

		<b>Response Total</b>	<b>Response Percent</b>
No responses were entered for this question.			
I can see a clear role for my organisation in delivering the plan		<b>3</b>	<b>19%</b>
It will require more discussion within my organisation		<b>6</b>	<b>38%</b>
The role of organisations needs to be clearer		<b>2</b>	<b>12%</b>
There needs to be a more detailed action plan		<b>1</b>	<b>6%</b>
I don't think the plan is relevant for my organisation		<b>0</b>	<b>0%</b>
Other, please specify		<b>4</b>	<b>25%</b>
Other responses: <ul style="list-style-type: none"> <li>I can see a need for scrutiny of the delivery of the plan, which needs to be developed further itself</li> <li>For Essex Police, a more detailed action plan is required. For the OPCC, the same is true but we would also be keen to understand the implications for commissioning and how we can work together</li> <li>Having only just seen the plan today I need to take back to my team to discuss.</li> <li>There is a clear role to some of us but corporately we need to make sure this is discussed</li> </ul>			
<b>Total Respondents</b>		<b>16</b>	

**Summary of all comments:**

<b>Comment</b>	<b>Response</b>
<b>Austerity</b> – the impact of budget cuts and service reductions will make outcomes harder to achieve	This is acknowledged and an enhanced reference to this has been included in the foreword. The Plan is intended to represent a new way of working in response to reductions in budgets and services and the systems objectives represent what agencies need to do to respond to the challenges – for example, using collective resources more efficiently, maximising the use of community assets and encouraging communities to do more for themselves.
<b>Abuse and neglect</b> – the full scope of issues and concerns should be referenced, the plan should not overly focus on child sexual exploitation and	The reference in systems objective 1 has been expanded.

domestic abuse	
<b>Self-reliance and resilience</b> – the Plan should clarify that while self-reliance and resilience is important families should still seek help from public services if they need it	The language in systems objective 3 has been changed to clarify that while we need people to ‘stop and think’ before drawing on resources help is still available for those who need it. The importance of and role of early help is included in the Plan and will be highlighted in associated communications.
<b>Behaviour change</b> – language should be modified to clarify that this objective is not about forcing individuals to behave in the ‘right way’ but rather about enabling people to make positive choices most likely to lead to good outcomes	The language in systems objective 3 has been amended to reflect this.
<b>Communities supporting each other</b> – Plan needs to emphasise that this needs to be positive support, communities / individuals can also reinforce negative behaviours in one another	The language used has been amended to reflect this.
<b>Joint / partnership working</b> – Plan needs to emphasise that it can only be implemented by partners working effectively together on a strategic and operational level	The foreword has been amended to more strongly reflect this.
<b>Implementation and monitoring</b> – Plan needs to include more detail about how it will be implemented and monitored	The Plan is not intended to provide detail in respect of this as it is a high level, summary document. Section 8 of the Plan has been amended to clarify this and explain what the process will be for developing more detailed action plans and how performance will be monitored.
<b>Socially connected</b> – the meaning of the priority ‘socially connected’ and how this is intended to be achieved is not clear	The priority has been renamed ‘involved and connected’ and systems objective 5 expanded to give more detail about how the engagement of children and young people in their communities will be encouraged.
<b>Volunteering</b> – the use of volunteers and communities to deliver / develop their own services needs to be properly supported	This has been included in systems objective 5 and objective 6 has been changed to highlight that the system’s workforce includes volunteers.
<b>Poverty / social isolation</b> – the importance of the limiting impact of poverty and social isolation on individuals achieving positive objectives should be emphasised	Children and young people living in poverty are recognised as a vulnerable group in the Plan and the difficulties of those in vulnerable groups in achieving positive outcomes is covered in systems objective 2.
<b>Schools</b> – buy in from schools in delivering the Plan is key, this may be impacted by increased numbers of schools becoming academies	A reference has been included to the academy agenda and the increasing complexity of the children’s landscape resulting from this. Schools representatives have been fully engaged in the development of the Plan and will sign it off; the specific input required from schools will be considered during the action planning phase.
<b>Vulnerable children</b> – recognition should be given to children who are ‘on the edge’ of vulnerability professionals should have awareness of this; the list	A reference has been included to children ‘on the edge of vulnerability’; it is has been decided not to expand the list of vulnerable groups as those

of vulnerable groups should be expanded	originally selected were based on a review of data and the consultation activity that was undertaken.
<b>Business</b> – businesses need to be engaged in delivering the Plan	This is acknowledged in systems objective 4 and will be taken forward in action planning.
<b>Access to information</b> – the importance of improving the access of children and young people to information to help them make positive choices should be emphasised	Systems objective 3 now includes a specific reference to this.
<b>Links with other partnerships / organisations</b> – it should be acknowledged achieving this Plan is dependent on action which is beyond the remit of the Partnership – good engagement with / influence over other Partnerships is needed	An acknowledgement of this has been included in the Plan.
<b>Data</b> – data used needs to include baseline and comparators; the evidence base for some statements included in the Plan was questioned	The data section will be removed from the Plan as not all selected data points have baselines and comparisons available and including full detail on this would in any case lengthen the Plan too much. More detailed information will be made separately available. Section 1 has been altered to ensure statements are not included where there is no evidence base.
<b>Local Boards</b> – a more localised approach is needed to address identified issue as a result of the diverse nature of Essex	There are Locality Children’s Partnership Boards whose role is covered in the Plan – these Boards will use the Plan as a strategic framework for developing their own action plans reflecting local need and priority.
<b>Impact of Plan</b> – the Plan in itself will not result in change, how it is implemented and responded to will	This is acknowledged by the Partnership however the Plan is important in that it provides the foundations on which discussions will be held amongst partners about how they will work together to enact change.
<b>Value of Plan for parents and carers</b> – the Plan does not offer any specific advice or guidance for parents and is difficult to understand for non-professionals	This was not the intention of the Plan. The Plan will be reviewed for clarity and further discussions will be held about how the Plan can be communicated to parents and how they can best be directed to the support they need.
<b>Children’s centres</b> – negative comments about the plans to change the provision of children’s centres and the impact of this on support for families and the delivery of the Plan’s objectives	These comments will be considered as part of the analysis of the public consultation on children’s centres.
<b>Outcomes</b> – the outcomes listed are not inclusive as it is hard to see how they could be achievable by all children including those with CWD; it should be recognised that a personalised approach is needed when planning for children and young people to achieve objectives	The outcomes are appropriate aspirations for all children and young people however it is acknowledged that a personalised approach to planning needs to be taken at an operational level. Children with SEND are recognised as a ‘vulnerable’ group for whom there may be gaps in outcomes and who may need specific support to overcome this.
<b>Plan on a page</b> – further explanation is needed to help understand the different elements of the plan	The text has been amended to address this.



on a page and how they interrelate	
<b>Young people's involvement</b> – young people should be more fully involved and engaged in the development, implementation, monitoring and governance of strategic plans	A commitment to this clear in the plan; further consideration will be given to on-going involvement with children and young people during the action planning phase.
<p><b>Additional priorities</b> – the following were suggested for inclusion as additional priorities / areas of focus:</p> <ul style="list-style-type: none"> <li>• Improved communication and data sharing</li> <li>• Better access to support networks and services</li> <li>• Better access to clubs and activities</li> <li>• Access to longer term support for families (as opposed to short term interventions)</li> <li>• Children with disabilities – better access to services and support.</li> <li>• Better / more stable / more appropriate school placements for CYP with ASD etc and improved processes around this.</li> <li>• Access to mental health services</li> <li>• Support / services for males who have experienced sexual violence.</li> <li>• Better outreach work for early years</li> <li>• Improved access to healthy activities – including those outdoors.</li> <li>• Better information for CYP</li> <li>• Improved safeguarding training</li> <li>• CYP are happy and proud to live in Essex</li> <li>• Improved parenting</li> <li>• Working with partners to proactively safeguard those at risk</li> <li>• Housing for care leavers</li> </ul>	<p>No changes have been made to the Plan as it is viewed that these issues are either already covered within the existing priorities, outcomes or objectives or that they are more specific issues which would be considered during the development of more detailed action plans. Some issues such as housing are outside of the direct remit or influence of the Partnership Board however where this is the case the Plan has emphasised that the Partnership will take an active role in seeking to influence other organisations / partnerships who do have a more direct role.</p> <p><b>Mental Health:</b> The prominence of emotional health and wellbeing has been further highlighted in the strategic objectives and 'emotionally healthy' is already a core priority.</p>





Essex County Council

## AGENDA ITEM 9

<b>Report to Cabinet</b>	<b>Forward Plan Reference Number</b> <b>FP/471/04/15</b>
<b>17 May 2016</b>	<b>County Divisions affected by the decision:</b> All
<b>Decisions taken by or in consultation with Cabinet Members</b>	
<b>Report by:</b> Secretary to the Cabinet	
<b>Enquiries to:</b> Judith Dignum, 033301 34579	

The following decisions have been taken by or in consultation with Cabinet Members since the last meeting of the Cabinet:

### Leader

- FP/433/03/16** ECC response to the Thurrock Local Plan Issues and Options Stage 1 Consultation February 2016
- FP/479/04/16** Revision to fee policy for Country Parks Outdoor Learning Provision
- FP/498/04/16** Surplus Property Schedule: Residential properties adjacent to Langham Oaks Academy (former Ramsden Hall School) School Road, Langham, Colchester
- FP/477/04/05** Award of South East LEP ITE Contract

### Deputy Leader & Cabinet Member for Economic Growth, Waste & Recycling

### Cabinet Member for Infrastructure

### **Cabinet Member for Highways & Transport Delivery**

<b>FP/473/04/16</b>	Local Highway Panel Scheme Approval – Chelmsford
<b>FP/474/04/16</b>	Local Highway Panel Scheme Approval - Maldon
<b>FP/475/04/16</b>	Environmental Weight Limit Great Dunmow – Traffic Regulation Orders
<b>FP/476/04/16</b>	Local Highway Panel Scheme Approval – Harlow
<b>FP/478/04/06</b>	Local Highway Panel Scheme Approval – Uttlesford
<b>FP/486/04/16</b>	Local Highway Panel Scheme Approval – Brentwood
<b>FP/488/04/16</b>	Proposed Prohibition of Driving Motor Vehicles on Parts of Ford Lane and Nayland Road Colchester
<b>FP/489/04/16</b>	Turning Experimental Scheme into A Permanent Scheme to allow Licensed Private Hire Vehicles to use Bus Lanes in Harlow.
<b>FP/490/04/16</b>	Local Highway Panel Scheme Approval – Tendring
<b>FP/491/04/16</b>	Local Highway Panel Scheme Approval – Colchester
<b>FP/492/04/16</b>	Local Highway Panel Scheme Approval – Rochford
<b>FP/493/04/16</b>	Local Highway Panel Scheme Approval – Basildon
<b>FP/494/04/16</b>	Local Highway Panel Scheme Approval – Noak Hill Road
<b>FP/495/04/16</b>	Proposed Traffic Regulation Order changes – Langston Road Retail Park, Loughton
<b>FP/496/04/16</b>	Local highway Panel Scheme Approval – Castle Point
<b>FP/417/02/15*</b>	Continued Provision of Essex Community Transport Grants for Financial Year 2016/17

### **Cabinet Member for Finance**

<b>FP/485/04/16</b>	Drawdown from General Reserve: supporting Local Plan Delivery
<b>FP/499/04/16</b>	Day Opportunities Project – Drawdown of Funding
<b>FP/316/11/15*</b>	Acquisition of Coppins Court, Clacton CO15 3HS

## **Cabinet Member for Corporate, Communities and Customers**

## **Cabinet Member for Education and Lifelong Learning**

<b>FP/480/04/16</b>	Re-Appointment of School Governors to Represent the LA Schedule 272 (South & North East)
<b>FP/487/04/16</b>	Re-Appointment of School Governors to Represent the LA Schedule 272 (Mid & South East)
<b>FP/501/05/16</b>	Appointment of School Governors by Essex LA Schedule 407

## **Cabinet Member for Adults and Children**

## **Cabinet Member for Health**

<b>FP/409/02/16*</b>	Healthwatch Essex Grant Agreement
<b>FP/265/10/15*</b>	Procurement of an Integrated Support, Advice, Recovery and Mentoring Service for adults with Mental Health needs and/or Substance Misuse issues

## **\* Key Decisions**

