

People and Families Scrutiny Committee

10:00	Thursday, 13 November 2014	Committee Room 1, County Hall, Chelmsford, Essex
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Quorum: 4**Membership**

Councillor I Grundy

Councillor S Barker

Councillor D Blackwell

Councillor J Chandler

Councillor M Danvers

Councillor C Guglielmi

Councillor T Higgins

Councillor P Honeywood

Councillor R Howard

Councillor A Jackson

Councillor R Lord

Councillor M McEwen

Councillor C Seagers

Councillor A Wood

Non-elected Members

Richard Carson

Marian Uzzell

Chairman

For information about the meeting please ask for:

Robert Fox, Scrutiny Officer

Matthew Waldie, Committee Officer

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www.essex.gov.uk/scrutiny



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)

		Pages
1	Apologies and Substitution Notices The Committee Officer to report receipt (if any)	
2	Declarations of Interest To note any declarations of interest to be made by Members	
3	Minutes of previous meeting To approve the minutes of the meeting held on 4 September 2014.	5 - 12
4	Questions from the Public 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.	
5	Essex Cares To receive the annual report of Essex Cares. Peter Martin, Non-Executive Director, and Liz Chidgey, Managing Director, Essex Cares Ltd, will be in attendance. PAF/27/14 attached.	13 - 34
6	Essex Safeguarding Adults Board - Annual Report 2013-14 To receive the Annual Report of the Essex Adults Safeguarding Board 2013-14. Paul Bedwell, Business Manager, Safeguarding, will be in attendance. PAF/28/14 attached.	35 - 62
7	New operating model for the Youth Service To receive an update on the Youth Service, six months after implementation of the new operating model. Councillor Ray Gooding, Cabinet Member for Education and Lifelong Learning, and Michael O'Brien, Head of Commissioning, Education and Lifelong Learning, will be in attendance. PAF/29/14 attached.	63 - 76
8	Updates from Task & Finish Groups To receive verbal updates from the chairmen of active Task & Finish Groups, as appropriate.	

9 Date of Next Meeting

To note that the next meeting is scheduled for Thursday 15 January 2015 at 10.00am.

10 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.

11 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 A MEETING OF THE PEOPLE AND FAMILIES SCRUTINY
COMMITTEE HELD AT COUNTY HALL, CHELMSFORD, ON THURSDAY 4
SEPTEMBER 2014**

County Councillors:

* I Grundy (Chairman)	* R Howard
* S Barker	A Jackson
* D Blackwell	M McEwen
* J Chandler	M Page
* M Danvers	* C Seagers
* T Higgins	A Wood
* P Honeywood	

Non-Elected Voting Members:

* Mr R Carson	Rev R Jordan
* Mr M Christmas	Ms M Uzzell
*present	

The following Members were also present:

Councillor K Bobbin	
Councillor A Brown	Items 5, 6 & 7
Councillor T Cutmore	
Councillor R Madden	Items 6 & 7

The following officers were present in support throughout the meeting:

Robert Fox	Scrutiny Officer
Matthew Waldie	Committee Officer

The meeting opened at 10.00 am.

1. Apologies and Substitutions

The Chairman reported the receipt of the following apologies:

Apologies	Substitutes
Cllr A Jackson	
Cllr M McEwen	
Cllr M Page	
Cllr A Wood	
Rev R Jordan	--

The Committee noted that Cllr Roger Lord had resigned as a county councillor and so was no longer a member of the Committee.

2. Declarations of Interest

There were no new declarations of interest.

3. Minutes of previous meeting

The minutes of the People and Families Scrutiny Committee meeting of 10 July 2014 were approved and signed by the Chairman.

4. Questions from the Public

There were no questions registered from Members of the Public.

5. Member visits to care homes

The Chairman welcomed Councillor Terry Cutmore and Councillor Anne Brown, Cabinet Member for Adults Social Care, Public Health and Wellbeing. Councillor Cutmore was invited to address the meeting.

Cllr Cutmore began by suggesting there were three prime benefits to Members from making visits to residential homes:

- They fostered relationships at a local level
- They provided feedback on the homes, from staff, residents and their families
- They raised and addressed issues of concern.

Although the responsibility for overall standards in homes lies with the Care Quality Commission, the Members' remit is to ensure a good quality of life for residents and to see if they are treated with appropriate dignity and respect.

Members made several points:

- In response to one Member, who pointed out that on one visit she had been asked by the manager why she was there, it was suggested that no staff in homes should have this attitude; they should feel perfectly at ease with such a visit
- It was suggested that visits would best be made unannounced, as there would inevitably be a measure of sanitisation otherwise. The point was noted, but Councillor Cutmore suggested this was not the ideal approach. Visits should be organised through the County Council; in return, Members would receive a briefing on the home, which would highlight any issues or concerns. Consulting relevant CQC reports was also recommended
- Another suggestion was that any visit would be too brief to get a full picture of everything going on at the home. Again, the point was noted, but it was pointed out that it was possible to catch a flavour of what is happening, to sense feelings and undercurrents within a home, in even a short time. A Member could only serve as another pair of eyes and of ears and could report on what they observed.
- Members were informed that their comments on their home visits were on occasions redacted by Councillor Bill Dick, District Councillor at Castle Point and member of HOSC. One Member questioned the protocol here and Councillor Brown agreed to look into this further.

- Councillor Cutmore confirmed that Members would shortly be circulated with details of homes and would be given appropriate support in respect of making visits.

6. Urgent business – Statement on Rotherham abuse case

Councillor Dick Madden, Cabinet Member for Families and Children, addressed the meeting.

Referring to recent developments in the case involving the sexual exploitation of children in the care of Rotherham Social Services, Councillor Madden confirmed that no Essex looked after children were being cared for by Rotherham during this period. At present, there are some, with particular needs, who are housed outside Essex; their situation is reviewed every three months.

Although Essex must not be complacent, Councillor Madden believes that Essex has appropriate systems in place to help it to avoid the problems experienced by Rotherham. For example, many meetings are held with relevant agencies, especially the Police, and there is an extensive training package in use, which helps to raise awareness of these issues. The number of investigations being carried out has increased. The Safeguarding Reference Group will consider the report on the Rotherham case at its next meeting, which will be attended by Paul Secker, Director for Safeguarding. And once the Group has considered it, Councillor Madden will bring it to this Committee, if the Committee wishes. The Chairman confirmed he would liaise with Councillor Madden over this.

The Cabinet Member pointed out that Essex had moved on considerably over the past few years and he will try to make the public more aware of this.

In response to a query from a Member, the Cabinet Member confirmed he would consider the issues raised by the recent Aysha King case.

7. Social Impact Bond funded Multi-Systemic Therapy

Members received report PAF/22/14 on the progress and outcomes to date of the Social Impact Bond (SIB) funded Multi-Systemic Therapy (MST). Cllr Madden and Tanya Gillett, Head of Youth Offending, were in attendance.

Ms Gillett introduced the item by reminding members that using an SIB is a way of raising funds that statutory services may not otherwise be able to find. It is a relatively new concept, involving up-front funding by a third sector provider, which is paid off by the subsequent savings made by the Council. The programme funded by the bond targets those children most likely to end up in the care system and uses MST, which has already undergone substantial trials in the USA, Australia and across the United Kingdom. It is controlled by MST Inc., which provides training and evaluation.

One downside is that there are some exclusions, eg those on the autistic spectrum. However, as this programme is part of a menu of services, those

affected by autism are still dealt with. And Essex has asked MST Inc to challenge these assumptions and Essex hopes to be able to influence their thinking in due course.

The estimated savings will be in the order of £10 million. £3.1 has been put up by the investors to set up the system, and the amount Essex will pay out has been capped at £7 million. There has been considerable scrutiny of the financial side, involving Cllr Madden and several senior officers. It is quite complex and recruitment of staff is not easy, as staff are required to be on demand around the clock. Furthermore, Essex no longer has a large in-care population, so those who remain tend to be very challenging.

However, there is much interest in what we are doing from local authorities across the country and the programme is evolving to produce positive outcomes for the children, Essex and the providers.

Ms Gillett responded to some questions and concerns aired by members.

Relating to actual numbers, at present 60 families go through this programme per year. As this has now been running for a full year, of the 60 families so far, 20% have disengaged themselves from the programme and 10% have still had children going into care. This means that children have not been taken into care in about 40 families where this had seemed likely.

The intervention is family based; the teams work with parents to recognise problems and work out ways of dealing with them. Goals are often relatively simple, with the intention of achieving greater ends.

Staff themselves have varied skills. They are not necessarily social workers, but have received specific training from MST Inc, and undergo ongoing training and supervision from them.

There are two teams, each comprising four therapists, a team manager and a business administrator. They have four cases each at any one time, on a rolling basis.

Payment is based on £120 per day of care avoided. When each case closes, there is a three-month monitoring period, to ensure that the child has not subsequently gone into care.

This is run separately to the Government's 'Troubled Families' scheme, which is managed through the County Council's own Family Solutions programme.

The Chairman thanked Cllr Madden and Ms Gillett and asked that the Committee should receive an update on this scheme in 12 months' time.

8. Occupational Therapy

Members received report PAF/23/14 with regard to progress on improvements to the Occupational Therapy service. Cllr Anne Brown, Cabinet Member for Adult

Social Care, Public Health and Wellbeing, Mike Boyle, Executive Director for Adult Operations, and Jayne Smith, Head of Adult Operations, were in attendance.

Cllr Brown introduced the item by pointing out that recent changes implemented in this area have had a dramatic impact, from having people on waiting lists for over a year to be assessed, to the current position, where nobody has to wait more than 28 days.

Mr Boyle explained that practices have changed over the past three years. Many occupational therapists no longer work directly for the County Council, so are able to carry out their assessments in their own time. This has increased the number being carried out, from 4,500 to 7,000 per annum. Essex was no longer the bottleneck it once had been.

In response to a member's query on the number of repeat assessments, Mrs Smith confirmed that a long term view was taken and those people who came back to be reassessed were immediately sent to experienced therapists.

In response to another query, Mr Boyle confirmed that the service made no distinction by place of residence. He added that an extra demand for assessments had been created by the move toward shorter hospital stay times. He also confirmed that, with these new practices now well established, he was confident of maintaining this high level of service.

The Chairman thanked Cllr Brown, Mr Boyle and Mrs Smith for their positive report. He noted that this Committee had been keen to see improvements in the past and he was pleased to hear that the districts also are cooperating with the County on this.

The Scrutiny Officer confirmed that he had been liaising with Communications, with a view to getting this released as a good news story for the Authority.

9. Educational Attainment in Essex

Members received scoping document PAF/24/14 (previously circulated as PAF/19/14). It was suggested that it would be particularly important for the Group to know exactly what powers of intervention the Council retained.

Membership of the Task & Finish Group was agreed as follows:

Cllr Barker
Cllr Bobbin
Cllr McEwen
Mr Carson
Mr Christmas

Monday 13 October at 5.30 pm was proposed as initial meeting date. Time and venue to be confirmed by the Scrutiny Officer.

10. Commissioning Services for Vulnerable People

Members received scoping document PAF/25/14 (previously circulated as PAF/20/14). It was noted that the first task of the Task & Finish Group would be to pare down the terms of reference.

Cllrs Blackwell and Cutmore volunteered as members of the Task & Finish Group. The Scrutiny Officer pointed out that he would liaise with HOSC, about drawing members from that committee. He would also circulate members about potential meeting dates.

11. Carers Strategy

Cllr Cutmore introduced the item by drawing members' attention to the huge contribution carers make to the community – much of which is almost unnoticed and very hard to measure. He had just received a scoping document for this. He suggested two further areas of investigation: benefits advice and the help health professionals could give to carers. He also suggested adding Citizens Advice Bureaux to the number of charitable organisations involved.

The Chairman pointed out that this provided a good opportunity to provide pre-scrutiny feedback to the Cabinet Member for Adults Social Care, Public Health and Wellbeing, for when she considers the Care Bill.

Membership of the Task & Finish Group was agreed as follows:

Cllr Chandler
Cllr Cutmore
Cllr Danvers
Cllr Higgins
Cllr Howard

The Scrutiny Officer would circulate members about potential meeting dates.

12. Scrutiny recommendations tracker and work programme

The Committee noted the updated tracker and work programme, PAF/26/14.

The Committee noted that Ageing Well (page 43 of 52) would be on the agenda for the November meeting

13. Dates of future meetings

The Committee noted meeting dates to May 2015:

Thursday 13 November 2014
Thursday 15 January 2015
Thursday 12 March 2015
Thursday 14 May 2015

Time: 10.00 am

Venue: Committee Room 1.

The meeting closed at 12:03 pm.

Chairman

	AGENDA ITEM 5
	PAF/27/14
Committee:	People and Families Scrutiny Committee
Date:	13 November 2014
<u>Essex Cares – Annual Report</u>	
Enquiries to:	Liz Chidgey Managing Director Essex Cares Ltd 01245 343050 liz.chidgey@essexcares.org

Purpose of the Paper:

- 1. To receive the Annual Report of Essex Cares.**

Impact Report 2013/2014





Table of Contents

Our impact on the people and communities we support	3
Annual customer survey	5
Commitment to quality	5
Reablement in Essex & Regaining Independence Service in West Sussex	6
Wellbeing & Activity Centres	7
Work Based Training & Supported Employment	10
Sensory Services	12
Equipment Service	15
Outreach	16
Working in Partnership	18

Our impact on the people and communities we support 3

Essex Cares makes a hugely positive impact on our customers' lives, enabling thousands of individuals to remain independent in their own homes and local communities.

Due to the nature of the market, the environment in which Essex Cares works to support our wide range of customers is changing rapidly and fundamentally. Following the sharp increase of the elderly population and the expanding learning disability community, the number of people who can benefit from our services is growing.

At the same time, councils who commission social care face continued reductions in spending. There is also a growing political consensus regarding the funding and management of health and social care which cannot continue if the NHS and social care services are overwhelmed. Along with these reviews and developments, there are going to be new ways in which care budgets are organised and people will be able to choose the services that will suit them best.



On top of all these changes, smart technology is ever advancing and now has the ability to keep people well and living as independently as possible. This presents us with the opportunity to provide an innovative care package and as we move forward, we plan to integrate this technology into the services we deliver. Essex Cares is working hard to become more efficient and to deliver the best value services for our customers and for the commissioners in Essex and West Sussex.

Working with our partners in the NHS, including hospitals, GPs and community services, we were able to successfully support 53,522 vulnerable adults, and are continuously working towards improving the integration between health and social care.

As well as providing a wide range of community and home-based services, we also issued 156,631 items of equipment to help improve our customers' daily lives. Increasing numbers of customers are using personal budgets or are self-funded.

We are proud to share our many achievements, which include:

- The development of our Hub @ Harlow, which has become the blueprint for the transformation of our Wellbeing and Activity Centres across the areas we serve
- The introduction of our 'Offerings', a completely new timetable of exciting activities which has been drawn up with our customers
- Closer partnership and agency working for our Reablement teams
- The launch of our Hearing Impairment Drop-in Centres in Colchester, Clacton and Basildon, with more to follow
- And a Dignity in Care Award, won by our Sensory Team Manager Faye Gatenby, in recognition of the incredible training delivered by our sensory team.

4

The professionalism of our staff and the passion they show in supporting our customers is second-to-none and our partnerships with colleagues in the health and voluntary sectors continue to thrive.

We believe that by looking afresh at what we do we cannot only maintain and improve the services, but we can develop systems at a higher efficiency. We will aim to keep our customers, along with their families and carers, up to date with developments as we tackle the challenges ahead.

We are the country's first ever Local Authority Trading Company, formed in 2009 and we are proud to be able to say that our main shareholder has always been very supportive of our work. We are embracing the ever-changing care sector landscape, moving forward with the closer integration of health and social care services, and building on our solid foundation as a highly respected market leader.

Liz Chidgey, Managing Director, Essex Cares

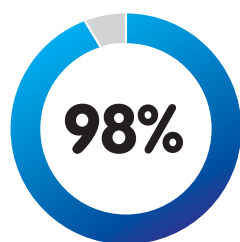
“ I love coming to the centre because I make friends, play bingo, read books and play games. The staff encourage me to do things that I've been too nervous to try.

“ We couldn't have done it without the Reablement team. We as a family are very pleased with the kind service you give. We can relax a bit knowing he is in good care.



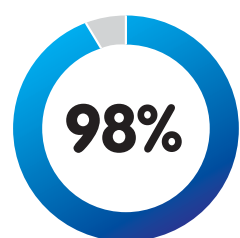
Annual Customer Survey

5



of customers were happy with the service delivered.

“ I am amazed how quickly my request was dealt with. The person I spoke to on the phone and the chap who delivered the apparatus were exceptionally pleasant and helpful.



of customers would recommend Essex Cares to others.

Commitment to quality

At Essex Cares, we are committed to providing a high quality service in everything we do; we work to agreed standards and procedures and are regulated by the Care Quality Commission.

We have ISO 9001 accreditation, an internationally-recognised accredited Quality Assurance Framework, which measures our performance from a customer's perspective against five sets of standards.

We safeguard all children, young people and vulnerable adults that we come in contact with within our work and continuously review our Safeguarding Management in order to deliver a safe and caring environment throughout all of our services.

In order to prevent any risks, we have a rigorous recruitment procedure, as well as a thorough

training and development plan for our staff, linked to the needs of the customers supported.

Our Health and Safety team ensure the workplace and workforce are kept as safe as possible and conduct regular internal audits against the requirements of OHSAS 18001 (Health & Safety) and ISO 14001 (Environment).

We have also appointed an Information Governance Manager to ensure we are fully compliant with the information governance standards to protect our customers personal information and that our systems are robust.

We believe that everyone is entitled to equal rights in the protection from abuse, regardless of age, race, religion, ability, gender or sexual identity and our central focus is protecting and promoting the welfare of our customers.

“ The staff have been amazing. I have met a group of people that I have felt so comfortable with and the staff have a really good sense of humour and are very kind.

6 Reablement in Essex

Our Reablement teams across Essex are focusing on closer working with partners in the health service and other agencies, offering a more holistic and integrated approach to patient care.

Traditionally our Reablement service has largely provided short-term care for customers who have come out of hospital, who need help to regain and maintain their confidence and boost their independence around the home.

However, in 2013-14, we introduced a Rapid Response Service in West Essex and became a key partner in an initiative run by the Clinical Commissioning Group, where GPs and hospitals, local authorities, mental health and social care services are working more closely together to provide a single point of access and help people, especially those who are old or frail, to continue to lead happy and independent lives in their own homes.

In order to enhance the service we currently provide and to reduce the likelihood of hospital or care home admissions, a physiotherapist has also been added to the team so we are able to deliver a complete care package.

The scheme is operating so successfully that it is now being rolled out countywide, strengthened by our partnerships with organisations such as Age UK. By integrating an Age UK adviser into each local Reablement team, we can ensure customers who are worried or concerned about their living, financial or personal circumstances get appropriate help and advice.

Our Reablement employees who are out and about are also able to work more efficiently, thanks to the introduction of CACI electronic hand-held devices. These ensure our teams have important information at their fingertips; at the same time, data captured enables real-time reporting.

[See Pages 18-19 for more information about our Partnerships.](#)

West Sussex Regaining Independence Service

Essex Cares delivers the Regaining Independence Service (RIS) for West Sussex County Council, providing short-term Reablement support to help individuals retain or re-learn skills following a period of ill health or deteriorating ability to manage independent tasks at home.

There have been a number of successes where customers have been able to reduce their dependence on carers and live more independent lives.

Sue Cranford, Registered Manager for RIS, said: "We have had two notable cases where both customers needed to be visited four times a day from two carers; one customer with an Acquired Brain Injury

required help getting into or out of his wheelchair or bed, the other had a number of chronic medical conditions and required help with everyday tasks.

"We worked with them to set goals and build confidence and in both cases were able to reduce the number of visits and, within a matter of weeks, both only required one visit a day from a single carer."

20 members of staff have also gained a Level 2 certificate in Dementia. This nationally accredited qualification is designed to provide the staff with an understanding of the different forms of dementia that may be encountered and how they can support individuals through person-centred care.


From November 2013 to May 2014 we've supported **6,676** customers in Essex and **1,373** in West Sussex, with **82%** successfully completing Reablement with full recovery and independence at 91 days.

7

Case study

After being involved in a near-fatal car accident, Josephine, from Harlow, underwent surgery to remove both of her knee caps and, as a result, lost her confidence. Needing only a small amount of support accessing upstairs and the comfort of knowing someone was near when showering was all it took for Josephine to quickly get back on her feet. Equipment was added around her home to make it easily accessible and she received daily visits from our Reablement team.

By the end of the six week programme, Josephine had the confidence to go up the stairs unassisted and was able to shower without the worry of falling.



“It is wonderful that the Reablement team is there for customers of all ages. After my accident I wasn't sure where to turn for help so when I was referred to my local team I felt instant relief. Just having someone there to make sure you don't trip and fall is enough to help rebuild your confidence. Without the wonderful team I would have struggled to take back my independence.”

8 Wellbeing & Activity Centres

Across Essex, our Wellbeing and Activity centres provide a diverse range of services for older adults or people with learning disabilities, many of whom have complex needs.

We are now pioneering a new 'hub and spoke' approach, representing a completely visionary way in which we deliver outcome-based services that are tailored to our customers' needs.

Our flagship hub, in Harlow, brings Wellbeing and Activity services, Work-based Training, Reablement and Outreach services, and a whole lot more, under one roof.

At the same time, we've been working with our customers to create an exciting timetable of fun and inspiring activities, or 'Offerings', to help them achieve their goals.

Hub @ Harlow

Step through the door of the Hub @ Harlow and you will see a vibrant, fun environment which has taken shape following an extensive refurbishment.

The old Pyeness Wellbeing and Activity centre has been completely modernised, creating a bright, modern interior with large open spaces and areas promoting a more social atmosphere.

"The building has been transformed," said Sue Marriott, Operational Lead for hub and spoke development. "We worked with our sensory team and a designer to choose the right colours and fabrics that are modern and fit for purpose. Each of the rooms is also named after sculptures and sculptors associated with Harlow, including Henry Moore."

People can enjoy activities, come over to My Place Café, access various health services and try out equipment before they buy. There are drop-in services and work-based training, with Essex

Cares reaching out into local communities and signposting people to additional support.

Alongside has been the integration of some of our learning disability and older people services, with customers taking part in chairfit exercise classes or art classes together, though we still have separate groups as well, such as reminiscence sessions for people with dementia, where we have a pop-up pub and cinema.

Sue added: "When the Chief Executive of Age UK Essex came to visit just after we opened in January 2014, he described it as 'groundbreaking'. Now providers from other parts of the country are coming to visit.

"It has also brought together our own staff teams, who can see the benefits of our new approach, and it has given them renewed pride in the services we offer in our friendly and welcoming environment. It's also been wonderful to see different generations of service users interacting and making friends."

Offerings

Following the remodelling of the Hub, Essex Cares reviewed the services on offer within all centres, working with customers to develop new 'Offerings', based on key aims and objectives for our customers' daily activities.

Offered as a 'pick 'n' mix' service, customers can choose which activities are best suited to their goals and are tailored to their overall needs.

The Offerings have been formed under five titles, Art & IT, Cognitive 5 Senses, Exercise & Movement, Health & Wellbeing, and Outdoor Community Projects, which contain different sessions that come with an activity planner outlining potential aims and outcomes.

Whether customers are interested in yoga or pilates, disco dancing or line dancing, or going out with a camera and taking photos, there is something for everyone.

We now have customers purchasing, with their personal budgets, a range of services from us including: full five day packages, pick and mix packages including full days and one to two hour sessions in our sensory or IT suite as well as short-term transitional packages.

Case study

Elaine, who has been deaf her entire life, came to the Hub @ Harlow to turn her love of baking into a skill ready for paid employment. Working with the work-based training team at My Place Café at the Hub, Elaine has not only had the opportunity to refine existing skills but has developed customer service skills and loves every moment she's there.

Elaine explains: "I have been able to learn new skills in the kitchen and can now make many different cakes. I love baking, especially cupcakes! I have never had an unhappy day here."

As well as her time spent in the kitchen, Elaine spends two days a week within the Wellbeing & Activity Centre at the Hub and has selected Offerings that are matched to her hobbies and interests. Elaine said: "I love taking the smoothie class! I have learnt many new skills and can now create healthy smoothies at home. We learn about what ingredients to use and how to prepare them."

"I have been so happy since being here at the Hub. I have made so many wonderful friends and I have never had a moment of sadness. We are given the chance to express ourselves in many ways including painting and cooking. I love every moment I am here."



10 Work Based Training and Supported Employment

After joining the two services together last year, Essex Cares has been able to provide a complete pathway to customers seeking paid employment. Our Work Based Training service is offered from 21 sites across Essex, providing time-limited work experience within a fully functioning business, such as catering, conferencing, horticulture, and printing and packaging.

For customers who feel they are ready to enter paid employment but need support with CV writing, interview preparation or require additional support attending an interview, our Supported Employment team are able to help. We those who have secured a job, we provide support in their new role until they are settled and then we keep in touch with both the individual and the employer.

"There have been many highlights over the past year," said Bente Wilson, Head of Service. "We have been involved in some very exciting projects, open days and community events. The Roundwood Classic Car show attracts enthusiasts from all over Essex who rate our annual event as the one they enjoy supporting the most every year.

"We hold a number of transitions' events and open days to showcase the services we have on offer for people who are looking at what they want to do when they leave school or college. The service is aimed at those people who want to enhance

their skills to move into paid work. We have set up a new catering unit within the Hub @ Harlow and Walter Boyce Centre in Brentwood, which provides catering for everyone on site. Barley Twist Garden Services has secured local contracts to provide off site services."

Customers from our Red House work based training centre in Messing stepped in to provide fresh home cooked lunches at Marylands/Shrublands older people centre in Colchester when they were let down at short notice by their usual supplier. The feedback has been really positive and the team have been asked to continue this arrangement; and customers working at our Treetops Café at Woodlands in Colchester have been busy making and selling healthy snacks in the tuck shops of two local primary schools.

We have welcomed students from a number of schools across the county on work experience. We have also had six social work students on placement who then champion the services we offer when they qualify and offer a wealth of experience and knowledge.

The team at Café Goodman were finalists at the Great East of England Care Awards and although they did not win were recognised for the work they do supporting individuals to gain vocational skills.



Customers achieve NVQ success

11

13 customers from Roundwood Garden Centre in Braintree, Essex, received their City and Guilds Level 2 Customer Service qualification.

Delivered by the YMCA, the course consisted of modules that suited the Roundwood environment and covered areas of communication, rules and regulations, customer queries, customer relationships, and face-to-face communication.

Each customer had an initial assessment so the team were able to understand the level of individual support needed throughout the course, so everyone could reach their full potential.

Sue Turner, Community Support Administrator at Roundwood, explained: "It's important not to

underestimate anyone's abilities. Just because someone has a learning disability doesn't mean they are not capable of reaching the same heights as everyone else.

"It's about providing the right tools, offering the necessary support and finding the perfect medium of communication for that individual. We are so proud of our customers and they can't wait to start putting their qualification into practice!"

This is the first time our customers have received nationally recognised qualifications through Essex Cares. We are so excited about this huge achievement and plan to introduce further academic opportunities to our customers to fully equip them with skills for a successful future.

Case study

Marc, who trained with the Work-based Training team at Greenacre Garden Centre and café since 2009, secured a role at his local Costa coffee shop in December 2013.

Marc had all of the relevant qualities and skills required for the position but just needed the extra support throughout the interview. Marc was offered a two week paid trial and following this success, was taken on permanently.

"I love seeing all of the different customers! I really like meeting new people and helping them. I enjoy working at Costa as it keeps me really busy and I have made lots of friends."



12 Sensory Service

Our Sensory Team supports people with visual, hearing and dual sensory impairments, providing assessments, advice, rehabilitation support and equipment to help our customers improve their independence, confidence and quality of life.

During 2013-14, our team has assessed more than 400 people and has been busy rolling out our award-winning programme of training for our staff and partner organisations, as well as launching new Hearing Impairment Drop-in Centres across Essex.

Sensory Training

In order to support people who have a loss of their sight or hearing – and, in some cases, both – it is crucial that our own teams receive the right training in order to provide that support.

Our training team includes people who themselves have sensory loss, including three facilitators who are blind, deafblind and severely hearing-impaired.

Their own unique insights and experiences have helped us develop a training programme which, at times, can be uncomfortable for those taking part. By giving participants a blindfold and ear defenders for a few minutes, people can truly start to feel what it is like to live without these senses. A sudden sound or movement makes people jump.

The training is now being rolled out to other health colleagues, county councillors, local businesses and social care providers.

We were delighted, too, that the quality of training and services we offer was recognised at the Great East of England Care Awards, with a Dignity in Care Award presented in October 2013 to our Sensory Team Manager Faye Gatenby, who went on to become a national finalist.

Hearing Impairment Drop-in Centres

Our new drop-in centres are warm and inviting, providing a range of services for people who have deteriorating hearing. Our hearing impairment experts provide one-to-one assessments and advice, signposting to other services and can demonstrate equipment such as personal loop systems, doorbells and phones.

“We’ve had such a positive response from the public,” said Faye Gatenby, Sensory Team Manager. “People with hearing loss can feel very isolated and they really value the support we offer. What’s great is that people who come to us have made new friends and have found this service really does make a difference to their lives.”

We opened our first drop-in centre at Marylands, our Wellbeing and Activity Centre in Colchester, in November 2013. By April we had drop-ins at our centres in Clacton and Basildon – with Harlow and Braintree following soon after.

We are now working very closely with hospital audiology departments and, over the next year, plan to expand the service to sight and dual sensory impairment customers; we will be launching this exciting service in Chelmsford are also linking with St Margaret’s Hospital in Epping.

Over the last year, **82%** of our customers rated the sensory service as excellent and **96%** said the support was provided in a way which maintained their dignity and privacy.



“My next goal is to venture on my own to town using the local bus service, something which my rehabilitation officer and I can work on together. I feel as though I have a new lease of life!”

Case study

Over recent years, Sylvia's eyesight has deteriorated so severely that she is now considered clinically blind. Having lost all of her vision in her left eye and with blurry tunnelled vision in her right, Sylvia not only struggled to live independently around her home but wasn't able to get around.

After hearing about the sensory services that Essex Cares has to offer, Sylvia was assigned a rehabilitation officer to help establish goals and to determine what measures need to be taken to achieve them.

Over the following months Sylvia, from Clacton, learned to use a long cane and can now navigate from her house to the local shops.

“The mobility training that Essex Cares has provided has really given me freedom,” she said. “I wasn't allowed out on my own before. I'm absolutely thrilled with the training and always feel really safe with my trainer.”



Equipment Services

15

Essex Equipment Services offer one of the country's leading selections of equipment, aids to daily living, adaptations and telecare, to support mobility and safety in a customer's home.

In 2013-14, we issued 156,631 items from our 4,000-strong product line to 43,161 customers right across Essex, all from our extensive warehousing facility in Colchester. That's around 500 customers more than the previous year.

Our products range from small aids such as perching stools, commodes and pendant alarms, to more specialist equipment including bath lifts, right through to installation of everything from grab rails and raised toilet seats, to full wet rooms. We also supply a range of telecare equipment, including personal alarms and sensors.

The Reablement team now also have a number of vans stocked with smaller items of equipment such as low level commodes and perching stools, so they are able to provide items to customers immediately. "This has been a really important move," said Trudi Foster, Head of Equipment Service. "Not only has it meant that a customers' requirements are dealt with at the point of contact, helping them when they come out of hospital, it also removes an element of risk, preventing readmission to hospital. It helps give people their confidence back."

-  Over 7¼ kilometres of stair bannister
-  Over 8,600 commodes
-  Over 8,900 bathing aids (bathboards, bathlifts etc)
-  Over 5,400 electronic monitoring systems (telecare lifelines)
-  Over 2,500 hospital-style beds

Over the last year, 82% of our customers rated the sensory service as excellent and 96% said the support was provided in a way which maintained their dignity and privacy.



of customers would recommend our Outreach service to friends and family.

Outreach

Our Outreach service supports customers from 17 years upwards who struggle to get out and about, socialise and to do the things they enjoy.

By providing Support Assistants, closely matched to our customers' personalities, we can help them to access facilities such as libraries, clubs, the bank, shops and supermarkets.

"We can also support people with leisure activities and help them to gain confidence in the local community. One of our younger customers wanted to attend kickboxing and was able to achieve her goal," said Sarah Barnes, Assistant Manager of Outreach.

We work with a wide range of customers with diverse needs; they may have age-related conditions or have physical disabilities, mental health issues or autism, for example. We can also provide sighted guides for customers with visual impairments, where our staff are trained to be their guide and attend meetings with them.

We continue to work in close partnership with Essex Guardians, helping vulnerable adults with their finances.

We have been also working collaboratively with Clinical Commissioning Groups and Health partners to meet the admission avoidance, prevention and early intervention agendas which are so important to our customers.


Increasingly, we are working with privately funded customers and have delivered over 11,000 hours of support in total.

Case study

Mary, who is in the early stages of dementia, receives two visits a week from Essex Cares Outreach service to support her independence and avoid isolation and loneliness.

Louise, who is Mary's support worker, has built up a wonderful relationship with her and they both get on extremely well, laughing and joking together.

Mary and Louise do many things together such as look through old photographs, reminisce about her time in World War II or watch the TV together. On her more vibrant days you can often find the two of them singing or enjoying time in the garden.



“Louise is lovely; we have great fun together and are always laughing. She’s always there when I need her and will do anything for anybody.”



Mary’s daughter said: “The Outreach service really helps, it give the family respite when it’s needed. Mum loves her visits!”

18 Partnerships

The partnership between Essex Cares and Age UK began at the start of 2013, and leads the way in the marketplace in bringing together the third sector and providers to enhance the Reablement process for each customer.



At any point throughout the six week Reablement process, a support assistant or facilitator working with a customer can call on the services of the Age UK information and advice officers who are an integral part of each team.

The officers will visit the customers in their home and assist them in expressing and explaining their problems so that as many solutions and options as possible are proposed. With the aim that each individual is able to either deal with concerns so that they are able to achieve their goals.

It is a holistic advice process during which the officers will take as long as it needs to help each customer. The resulting support could be anything from finding on-going care and support, explaining personal budgets and arranging emergency plans for carers to carrying out carer needs assessments, finding ways to access the community or resolving housing issues.

The relationship doesn't end there; the Age UK officers will keep in touch with each customer to ensure that the plans that are put in place are

progressing well, and to see if they are able to offer any additional advice.

By working alongside Essex Cares, Age UK are able to access and advise more customers than they would be able to by solely working from their office bases, where the majority of their work would be done over the telephone.

Shirley Woodroffe, Domiciliary Assistant Manager for the Mid Essex Reablement team, said: "The Age UK officers bring with them a wealth of knowledge and information which means that customers can have the answers that they need almost immediately."

"Some of the more frequent areas of advice centre around benefits, social isolation, home help, housing issues, access to transport, blue badge applications, and home adaptations. By giving the customers the right advice can provide them with the relief and comfort of knowing they're not alone. We're here to help."

Nigel Brignell, Age UK Information and Advice Officer

North Essex Partnership 
University NHS Foundation Trust

Five nurses, on secondment from North Essex Partnership Foundation Trust, currently work within each of our five Reablement locality teams across Essex.

At any point during the Reablement programme the facilitator or assistant visiting a customer can highlight that support from the nurse would be beneficial. This could be for various reasons including for a second opinion or clarification on complex cases, for administering medication or for a mental health assessment.

The support given by the nurses not only enables the customers to progress through their Reablement programme more successfully but has also made the Reablement service more accessible to a wider range of customers who previously may not have been suitable candidates.

The nurses support the Reablement team to enable efficient signposting where necessary and often instil that extra bit of confidence and motivation in customers whilst offering further reassurance. The nurses working within the teams come from a whole variety of nursing backgrounds and bring with them a wealth of expertise including: community health experience, hospital based knowledge as well as care home management and mental health understanding.

Since the start of 2013 the Age UK team
have helped clients access benefits totalling
£2,254,000

A day in the life of...

Louise Brooks, Reablement Nurse from Essex Cares South West Reablement team

"I have been working as part of the South West Reablement team since December 2012. My position as a Reablement Nurse takes me out into the community visiting customers with a variety of complex needs. I receive internal referrals from the teams' Support Leads who pass over any customers they believe would benefit from my support. I assess whether the customer will require short term care and can be resolved within the six week Reablement period, or if they will benefit more from a longer term care plan.



Throughout my visit it is important to gauge the customer's level of health. I go through a health assessment, measuring their blood pressure, pulse, oxygen saturation, temperature, along with a urine sample, and the results are tested so we can take the appropriate action.

My role is extremely rewarding and our partnership with Essex Cares allows us to provide customers with a well-rounded service."

The age of our clients
ranges from

18  102



To find out more please visit www.essexcares.org

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**INVESTORS
IN PEOPLE**

		AGENDA ITEM 6
		PAF/28/14
Committee:	People and Families Scrutiny Committee	
Date:	13 November 2014	
<u>Essex Safeguarding Adults Board – Annual Report 2013-14</u>		
Enquiries to:	Paul Bedwell Business Manager Essex Safeguarding Adults Board 03330 131019 Paul.bedwell@essex.gov.uk	

Purpose of the Paper:

- 1. To receive the Annual Report of the Essex Safeguarding Adults Board.**



Essex Safeguarding Adults Board

Annual Report 2013-14

Foreword from Simon Hart

I am pleased to be able to introduce this Annual Report of the Essex Safeguarding Adult Board for the period 2013/14.

This has been a year of transition for the Board as it has conducted a major review of Governance in preparation for implementation of the Care Act. Accordingly the Board will implement new operating structures, intended to further raise the profile of adult safeguarding in Essex with effect from January 2015.

However throughout the course of the year the Board has remained active in promoting the strong partnership approach to safeguarding that is so essential in reducing risk to vulnerable people. In particular there has been a full audit programme which enables the Board to assess the capacity of Partner agencies and to support areas for improvement and development.

The Board has worked closely with the Members of the County Council in the discharge of their Overview and Scrutiny responsibilities and in particular has given attention to the improvements required following Care Quality Commission inspections at both Basildon and Colchester Hospitals.

The Board has also given oversight to a full multi-agency programme of training and delivery of workshops covering a broad range of activities further detailed in this report.

Our work with Essex Police continues to strengthen with good evidence of joint work illustrated by the co-operation of agencies in supporting 'Operation Halite'.

Additionally, it has been necessary to strengthen the Board's focus on delivery of care practice and in light of some quite high profile reporting both nationally and locally this will become a significantly increased priority of the Board over the coming and subsequent years.

Finally, I would like to thank all of those agencies that continue to support the Board's important work, but most importantly our frontline practitioners who continue to work hard in protecting vulnerable people, often in difficult circumstances.

Simon Hart,

Independent Chair

Contents

1.0. [About Essex Safeguarding Adults Board \(ESAB\)](#)

- 1.1. [Membership](#)
- 1.2. [Structure](#)
- 1.3. [Key priorities](#)

2.0. [ESAB Board meeting and management committee](#)

- 2.1. [Scrutiny of safeguarding concerns in the county](#)
- 2.2. [Safeguarding audit](#)
- 2.3. [Performance](#)
- 2.4. [Ask SAL](#)
- 2.5. [New Southend, Essex and Thurrock safeguarding guidelines](#)
- 2.6. [Serious case reviews](#)

3. [Training and development](#)

- 3.1. [DVD](#)
- 3.2. [ESAB courses](#)
- 3.3. [Fire training](#)
- 3.4. [District, borough and city councils and housing providers training](#)

4. [ESAB events](#)

- 4.1. [Institutional abuse event](#)
- 4.2. [Housing and safeguarding](#)
- 4.3. [Modern slavery](#)

5. [Safeguarding adult projects](#)

- 5.1. [Keep safe](#)
- 5.2. [Human library](#)
- 5.3. [Hate crime conference](#)
- 5.4. [Castle Point Association of Voluntary Services](#)

[Appendix 1 – Budget](#)

[Appendix 2 – Performance data](#)

[Appendix 3 – Care Act](#)

[Appendix 4 – Training evaluation](#)

1.0. About Essex Safeguarding Adults Board (ESAB)

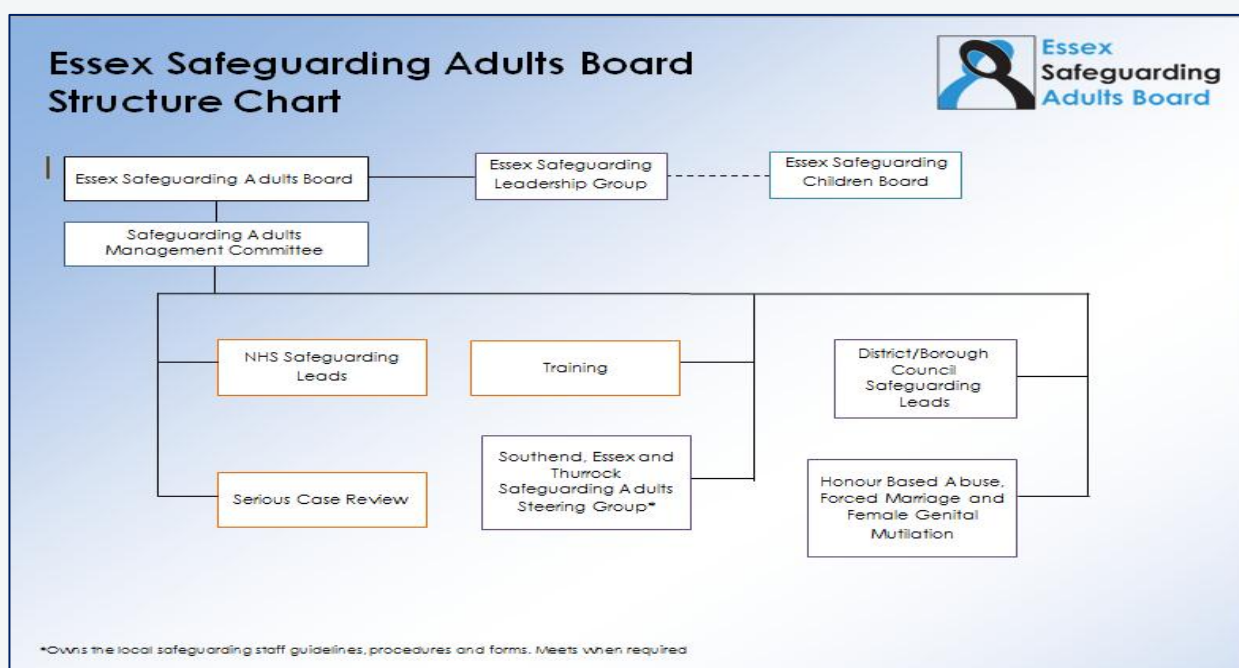
ESAB promotes and develops effective safeguarding systems for vulnerable adults across a wide range of agencies.

1.1. Membership

The ESAB is made up of senior commissioners of health and social care services, providers of health and social care services, providers of sheltered and supported housing, the police, fire service, voluntary and private sector agencies, housing, probation, advocacy and advisory services, district, borough and city councils.

1.2. Structure

A structure chart of the Board and the sub committees is shown below.



A breakdown of the Board's support team and budget is available in Appendix 1.

1.3. Key priorities

The Board works towards a business plan. The key priorities within the business plan for 2014-15 are:

- to work with the local safeguarding children and adults Boards in launching a new electronic audit and report upon any findings
- to ensure that the Board and partner agencies are compliant with the Care Act requirements and the impact of the changes
- to raise awareness of safeguarding vulnerable adults across Essex, including issues of hidden harm such as honour based abuse
- as well as evaluating commissioned training, to investigate the impact that safeguarding training has
- to work with partner agencies to establish a meaningful performance management system

In January 2013, a governance review was undertaken, coordinated by the Independent Chair, it focused on:

- Core membership
- Structure to carry out the Board's business
- Revising the constitution in line with the Care Act 2014





2.0. ESAB Board meeting and management committee

The Board met four times and oversaw all the sub groups. Meeting monthly, the safeguarding adults' management committee supported the Board.

2.1. Scrutiny of safeguarding concerns in the county

Basildon and Thurrock University Hospital – The Board wrote to the trust to request a presentation about the Care Quality Commission report indicating the Hospital was not meeting essential standards. A senior manager of the Trust attended the Board in October 2012 and set out their action plan in response to the Inspection and to reassure the Board that action to improve the situation was a high priority and on target. The Board raised its concern with the Chief Executive NHS England (Essex) to establish more robust monitoring through both adults and children's safeguarding Boards over the whole of the health sector which has been ongoing throughout 2013-2014. The Care Quality Commission report can be found at <http://www.cqc.org.uk/location/RDDH0>.

Colchester University Hospital Foundation Trust – The trust was placed into special measures in November 2013 due to concerns about cancer care processes identified by the Care Quality Commission. Subsequently, a detailed review of cancer services took place. The hospital attended the Board and explained they have taken immediate remedial action to improve services and to comply with

standards and ensure patient safety. The trust also indicated where longer term reform of services was needed to ensure sustained improvement. The trust were working to further improve training and other gaps in processes that had been identified during the management response to the inspection. The Care Quality Commission report can be found at <http://www.cqc.org.uk/provider/RDE>.

It has been agreed that subsequent scrutiny for both trusts will be taken forward by the Health and Wellbeing Board and Essex County Council's Health Overview and Scrutiny Committee.

Local Ombudsman report - In January 2014 the Local Government Ombudsman published a report which investigated a complaint. The complaint against Essex County Council was about the initial handling of the safeguarding issue raised in 2010. The North Essex Partnership Foundation Trust case involved a failure to follow the Essex Safeguarding Adults Board procedure. In both cases an independently facilitated, 'lessons learned' workshop was held to enable participants to reflect on their practice and discuss how to make the safeguarding process more person-centred. The local ombudsman report can be found at <http://www.lgo.org.uk/decisions/adult-care-services/safeguarding/essex-county-council-12-004-807>.

Clacton Rogue Trader - Operation Halite was the 'rogue trader scam' in which, Essex Trading Standards, the Police and Essex County Council worked together to bring to court a known criminal gang that had extorted over £1 million from vulnerable people in the Clacton area. The close working partnership resulted in custodial sentences for several of the gang, with the gang leader getting 10 years. http://www.essex.police.uk/news_features/features_archive/2014/july/five_sent_to_prison_after_targ.aspx.

Essex Care Home - In February 2014 serious concerns were raised about a care home in Essex. The care home had been under secret investigation by a reporter from BBC Panorama. The undercover reporter filmed the abuse of a resident and serious malpractice of at least four care workers. Essex County Council undertook a lengthy investigation involving over 1100 hours of work by various teams. Sixty three service users were interviewed. An Essex Police investigation is underway. The TV programme has raised concerns for all members of the Board regarding how

well it works to help to ensure that all residents in our care homes are safe and well cared for.

<http://www.bbc.co.uk/news/uk-27128011>.

Essex County Council saw a rise in the number of registered services safeguarding alerts centred on poor practice or inadequate standards of care. This has resulted in a review which will take place in 2014-15.

2.2. Safeguarding audit

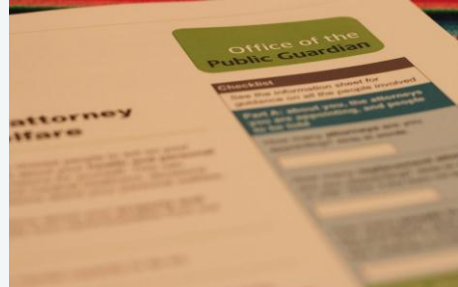
Both the adults and the children's board developed a safeguarding audit with eight standards to illustrate what a 'good safeguarding service' looks like.

The safeguarding standards assessed as being most likely to be fully met are in the areas of;

- Lines of accountability
- Recruitment, vetting and allegation policy and procedures
- Information-sharing

There were two safeguarding standards assessed as being least likely to be met:

- Service development and issues (41% of respondents partly met and 17% unmet). The deficits related to; domestic violence, honour based abuse and female genital mutilation, child sexual exploitation and counter-terrorism.
- Embedding policy (24% partly met and 7% unmet). Agencies needed to improve on developing strategies to routinely gather the views of adults and families who used their services and ensuring commissioned services



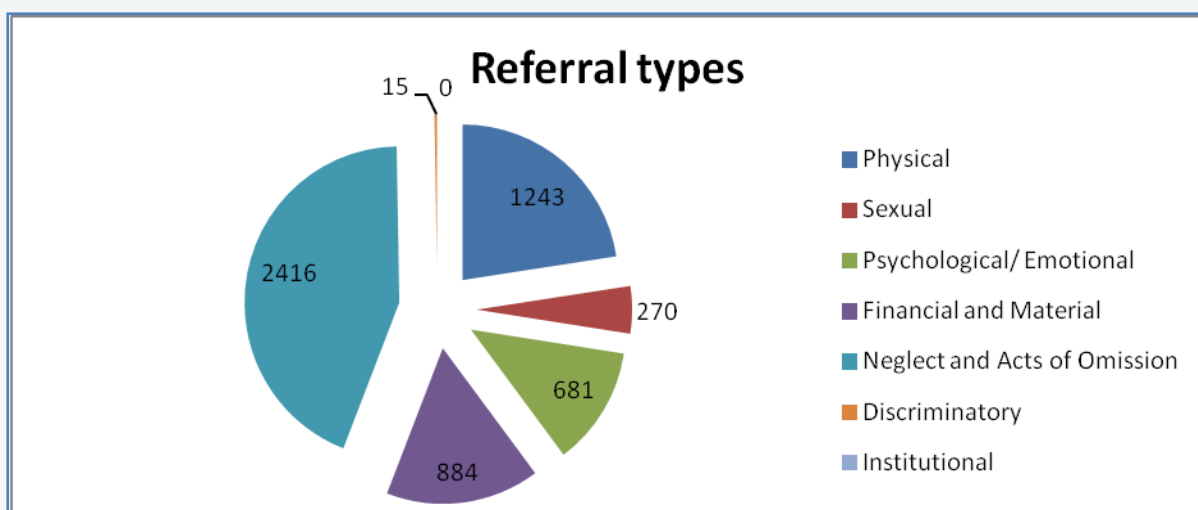
operate at the same levels of safeguarding assurance as the commissioning agency.

Both safeguarding boards have introduced a new 'online platform' for the safeguarding audit. From 2014, partners will be able to login and update their audit information. The safeguarding boards may request more evidence where there are specific questions, concerns or for further scrutiny. Full details of the themes and standards can be found at <http://www.essexsab.org.uk/performance>.

2.3. Performance

One of the key challenges for the Board in 2014-15 is improving information to inform the Board on how well safeguarding systems in Essex are performing. ESAB has been concerned that data set out below, is received only from Adult Operations (Essex County Council). No other partner agencies supply data. The Board is developing a performance report that better reflects safeguarding performance across the county and the risk areas that require further focus of the Board.

In 2013-14 there were 5509 safeguarding referrals made to Essex County Council. When compared with national data, Essex has one of the highest number of referrals for neglect. This is probably due to the number of safeguarding concerns raised due to missed or late visits by domiciliary carers which resulted in no or limited impact on the customer. These referrals should be raised directly with the provider in the first instance rather than using the full weight of the safeguarding process. This will be addressed in 2014-15. More data is available in appendix 2.



Of the 3829 safeguarding referrals closed in 2013-2014;

- 29% were substantiated in some way.
- 34% were either inconclusive or unsubstantiated
- 28% were not a safeguarding issue.
- 9% were referred to another agency or the individual didn't want the investigation to continue

2.4. Ask SAL

Our Safeguarding Adults Line was launched in 2010. The line gives information and advice about abuse and protection of vulnerable adults, or taking disclosure of a specific concern about the safety of somebody in Essex. There were a total of 545 calls made to the Ask SAL helpline, 93% of calls answered within the minute. The Safeguarding Board will review the cost effectiveness and performance of this helpline during 2014-15. Further details can be found at www.asksal.org.uk.

2.5. Southend, Essex and Thurrock safeguarding guidelines

The Southend, Essex and Thurrock Safeguarding Adults Boards updated the Safeguarding Adult Guidelines which apply in all settings, including those managed by private, voluntary and statutory agencies. Of particular importance was the introduction of the Care Act and associated statutory guidance that are expected to be implemented in 2015. The guidance is intended to fill the vacuum until legislation

is in place (available at www.essexsab.org). For further details of the Care Act 2014 see appendix 3.

2.6. Serious case reviews

A Serious Case Review is held when a vulnerable adult dies or suffers serious injury and abuse or neglect is suspected to be a factor. The aim of a serious case review is for all agencies to examine their involvement (if any) and to learn lessons about the way they safeguard adults at risk, to prevent such occurrences happening in the future. A Multi Agency Serious Incident Review may be conducted where a case does not meet the criteria. The review group met six times in 2013-14 and focussed on:

- Monitoring how well partner agencies have implemented their actions from previous reviews
- Updating the serious case review & multi agency serious incident review guidance
- Adding a new section of 'self-neglect' in the safeguarding adult guidelines
- Addressing safer recruitment through the joint adult/children audit process
- Reviewing the Board communications, with a new website being designed and launched in August 2013

The serious case review group is concerned about the lack of referrals from partner agencies to the Safeguarding Board and look to address this in 2014-15.





3.0 Training and development

The group met three times in 2013-14, although a lot of work took place outside of the meetings.

3.1. DVD

A new training DVD was produced, aimed at trainers delivering safeguarding adults training to staff working with vulnerable adults. The DVD includes a small collection of news reports relating to recent high profile cases as well as six acted scenarios designed to provoke discussions. Also included is a facilitator guide to help trainers get the most from the DVD. Further details are on www.essexsab.org/training.

3.2. ESAB courses

ESAB commissioned a number of courses in 2013-14. ESAB continue to ensure that most of our training courses are CPD registered. Continuing Professional Development (CPD) is a way of flexibly developing skills and knowledge. Employers can be assured that the training courses ESAB commission are meeting the identified outcomes. The table below shows a breakdown of the courses and the number of delegates that attended the course throughout the year.

Course	Number of courses	Number of delegates	Average Score *
Domestic Abuse Basic Awareness	5	85	4.60
Domestic Abuse Enhanced Awareness	4	61	4.46
Domestic Abuse, Stalking, Harassment and Honour Based Violence (DASH) risk checklist	3	55	4.80
Safeguarding Adults Basic Awareness	6	109	4.59
Safeguarding and the Law	3	48	4.88
Provider manager	2	40	4.50
Mental Capacity Act	2	26	4.45
Honour Based Abuse	3	26	4.53
Training for Trainers	2	16	4.42
Training for Trainers - Refresher	1	28	4.90

*Scores range from 1 (very poor) to 5 (excellent).

At the end of the training course, learners rate the training (average scores above out of 5). A breakdown of all scores for each training course is in Appendix 4.

Comments that learners made on the evaluation forms include:

- *“I am able to spot the signs of abuse quicker and have more of an idea on how to refer”*
- *“I have accessed ESAB documents on line and have displayed them on noticeboards around the organisation”*
- *“Gave me more confidence to know what to do or not to do”*
- *“Improved my practice”*

Learners were also asked what they will implement as a result of the training, common themes were:

- Further training
- Better support for client group
- Support staff/colleagues
- Implement/change policies

ESAB generated £47,908 income from training activity which was ploughed back into the Board's activities.

3.3. Fire training

ESAB have developed a bespoke training package for Essex County Fire and Rescue Service staff to increase awareness of signs of abuse and knowing what to do if they have a concern. The training has been taking place throughout 2013-14 and during this time 667 fire service staff have been trained.

3.4. District, borough and city councils and housing providers training

Working alongside Essex Safeguarding Children's Board a joint safeguarding adults and children's training package was commissioned for local authorities, during this time 350 learners have been trained.



4. ESAB events

4.1. Institutional abuse event

This event was designed to raise awareness of what institutional abuse is. 103 people attended the event. Feedback was positive with an average overall score of 4.39 out of 5 and themes emerging from the event were:

- Further training needed
- Raised awareness of the role of advocacy in institutional abuse cases
- Importance of recording
- Working in partnership

4.2. Housing and safeguarding

The event raised awareness of safeguarding children and vulnerable adults amongst housing organisations. 62 people attended the event from across Essex. It was agreed engagement between housing organisations and the safeguarding boards will continue. Outcomes from the event were:

- Undertaking by the boards to look at safeguarding issues around placement of vulnerable people/families in hotel/bed and breakfast accommodation.
- Agreement that engagement between housing organisations and the safeguarding boards will continue. Work will be undertaken with Essex Housing Officers Group to look at how this can best be achieved.
- All those who have signed up to be part of this engagement will be included in future communications including details of future events.

4.3. Modern slavery

Essex, Thurrock and Southend Children's and Adults Boards and Essex Police ran a Modern Slavery event to engage agencies across the county and raise awareness of the problems faced by victims who are exploited and trafficked. 100 people attended from a range of organisations. Gaps identified through feedback were:

- Training
- Awareness-raising
- Multi-agency working
- Community education

5. Safeguarding adult projects

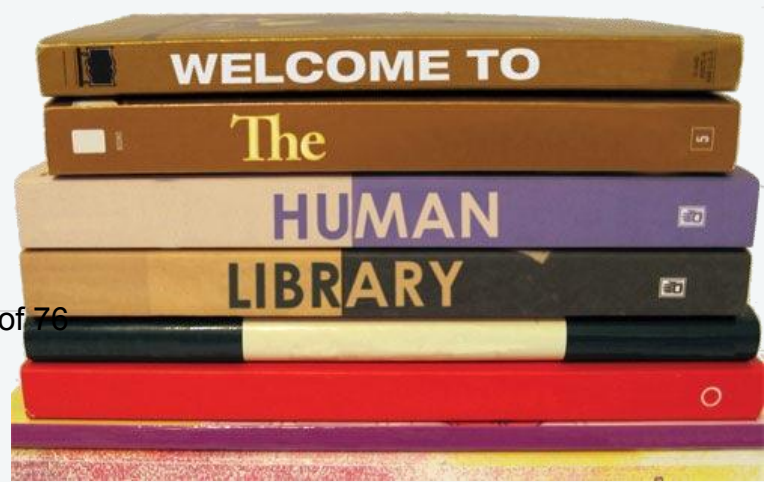
ESAB worked with Castle Point Association of Voluntary Services to develop, and report on findings from a survey of vulnerable people across Essex. £30,000 was allocated by ESAB to deliver projects which address some of the key findings. All funded projects are asked to provide a detailed report on their work and to show they have made a difference. £30,000 is available for projects in 2014-15. The projects are detailed below.

5.1. Keep safe – £7325

Telephone symbols displayed in a shop or public building signal to a vulnerable person they can go in and request help. Keep safe originally started with a focus of people with learning disabilities. The extra funding was used to extend the project in Braintree and now include older people. 1,614 people signed up to the Keep Safe scheme for older people between July and March 2014. During February 2014 they wrote to 60 of the initial members of the Keep Safe scheme who had signed up 6 months previously. 100% of respondents said that they felt safer now they were part of the scheme. Evidence of the confidence and reassurance that Keep Safe has given to its members can be seen from the positive feedback and comments that have been received. The Keep Safe scheme for older people continues to grow and Braintree District Council is due to train four new authorities in Essex to deliver Keep Safe specifically to older people. The scheme has also attracted interest from other areas.

5.2. Human library - £2000

The Human Library was part of the multi-cultural Celebrate event in September 2013. It aimed to overcome barriers which exist in Safeguarding in reaching/engaging with black and ethnic minorities. All of the Human books were people from ethnic minority backgrounds and had experience of safeguarding work to challenge both practitioners and public perceptions and assumptions. There was some funding left over to set up additional human library events. Feedback from the event was positive and it engaged visitors



from a wide variety of backgrounds. Invitations were received from several community based groups to deliver a similar Human Library in the future.

5.3. Hate crime conference - £6000

The conference in December 2013 was a springboard for the development of an Essex hate crime strategy and the launch date for the 'Stop the Hate' campaign, including website and Twitter presence. Conference outcomes were:

- Recording and collation of key points from workshop discussions to inform and structure Business Plan
- 'Stop The Hate' campaign brand and logo launched
- Press and media coverage of 'Stop The Hate' campaign
- Updated ' Stop The Hate' Hate Crime leaflet and Easy-read version published
- 'Stop The Hate' website and twitter account active
- Continued development of operational Hate Incident Reporting Centres /Hate Crime Ambassadors network in Essex. 30 organisations have expressed interest in receiving accredited training
- Active interest in 'Stop The Hate' shown by other police forces

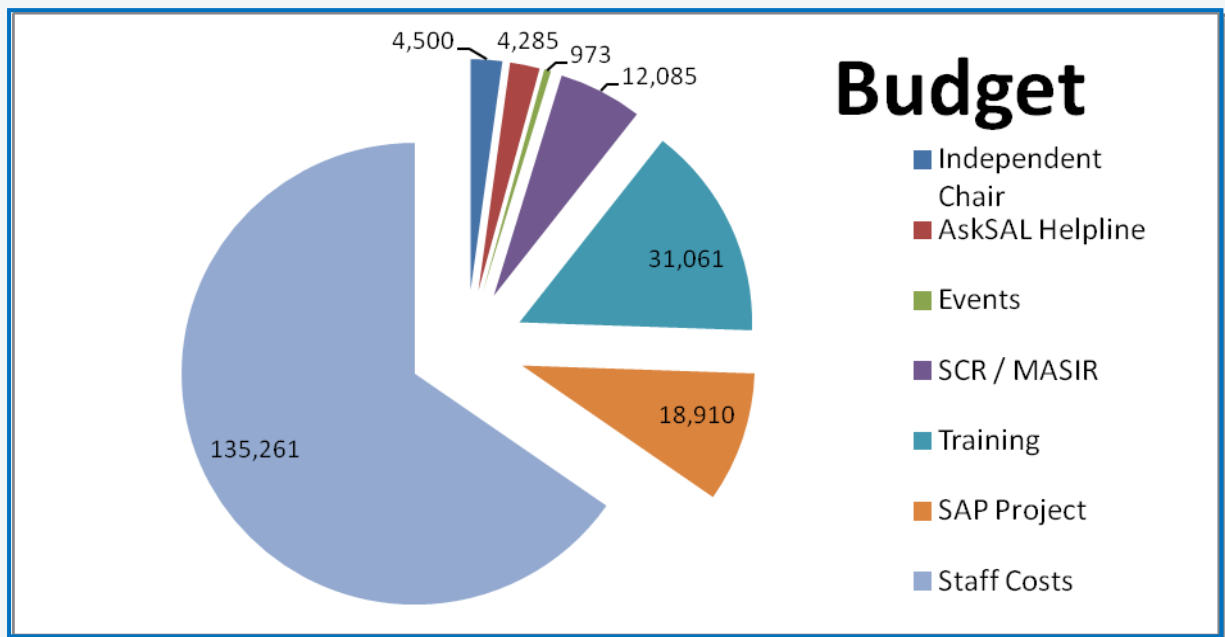
5.4. Castle Point Association of Voluntary Services - £3524

The two month project in January 2014 examined how well adults suspected of hate crime are supported in the criminal justice system. It will also consider whether there is any under-reporting of safeguarding issues amongst people with a learning disability.



Appendix 1 – Budget

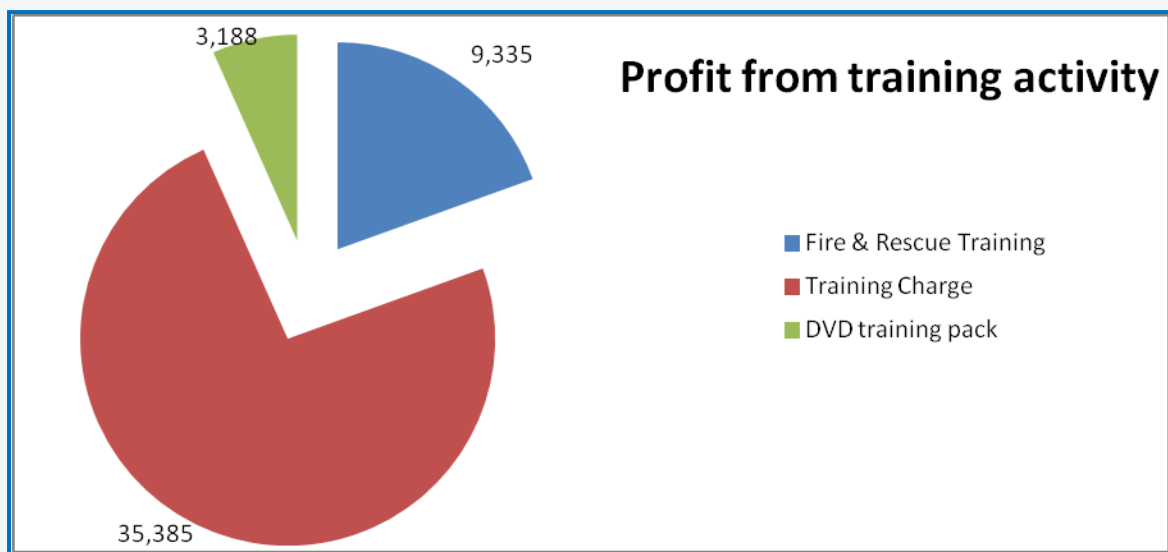
The chart below demonstrates the costs associated with the work of ESAB.



The majority of the ESAB budget is made up of staff costs, this can be broken down into:

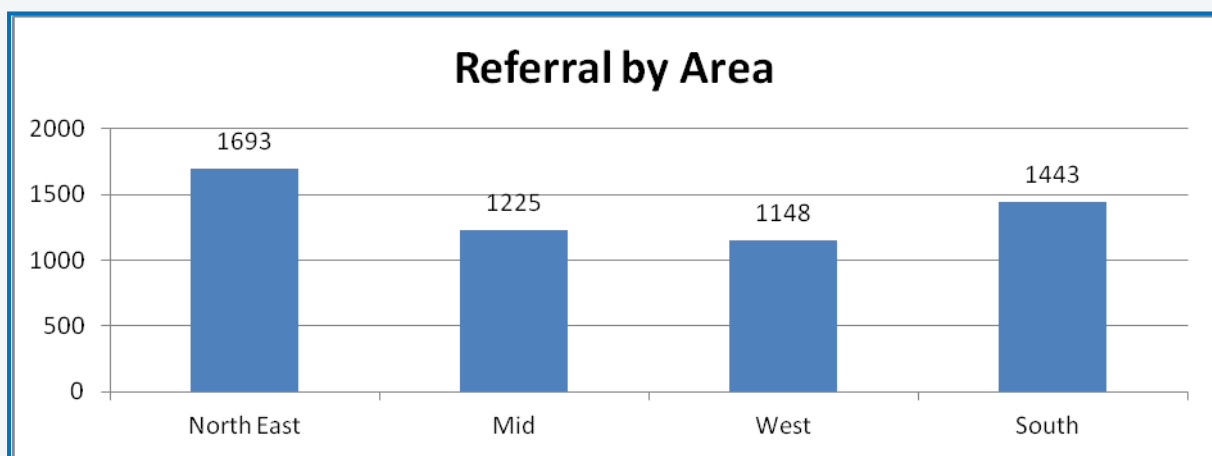
- 1 Business Manager
- 1 Training and Development Officer
- 1 Communications and Partnership Officer
- 1 Project Officer
- 0.5 Safeguarding Board Officer

The following chart shows the income generated from training.

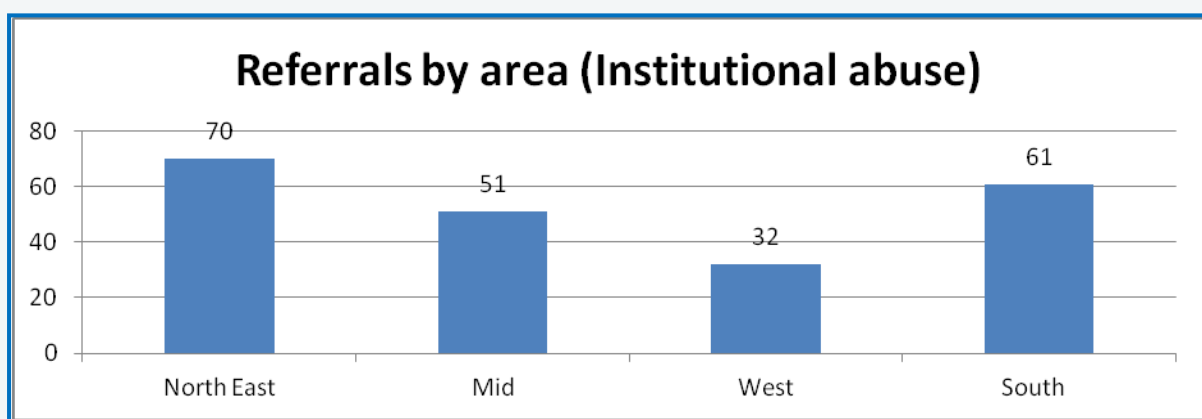


Appendix 2 – Performance data

Referrals by Area of Essex (Individual Safeguarding Concerns) - The number of referrals are spread fairly evenly across the Essex area. The north east area has a larger number of residential and nursing homes as well as more private hospitals.



Referrals by Area of Essex (Institutional Abuse) - In 2013-14 there have been more complex institutional cases which are reflected in the increase of breaches of contract, suspensions and terminations of contract during the year by Essex County Council.

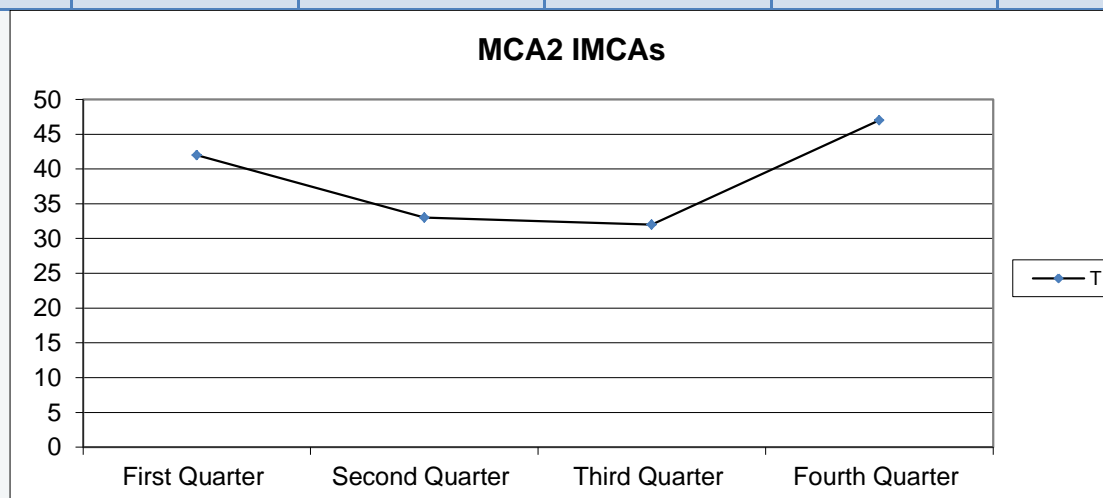


Relationship of Perpetrator (Individual Service Users) - The definition of social care support refers to services commissioned by Social Services and not social care staff. For 2013-14, 3542 service users were under 65, whilst 1967 were over 65. Nationally for 2012-13 the number of alleged victims from ethnic minority groups was 12% and in Essex it was 3%. For the year 2013-14 the figure in Essex has increased to 4.5%. The Board will focus on how they engage ethnic minority groups more in safeguarding.

Relationship of Perpetrator to Service User	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Social Care Support of Service Provider - voluntary	8	5	8	11	32
Social Care Support or Service paid, contracted or commissioned	411	497	552	504	1964
Relative / family carer	502	448	770	427	2147
Individual - Known but not related	232	212	197	177	818
Primary Health Care	63	48	84	93	288
Secondary Health Care	14	4	6	6	30
Social Care Staff - Management and Assessment	0	1	4	3	8
Police	1	0	0	0	1
Other Public Sector	2	7	5	3	17
Other Private Sector	16	12	7	6	41
Stranger	47	34	51	29	161
Other Voluntary	0	2	0	0	2
TOTAL	1296	1270	1684	1259	5509

Independent Mental Capacity Advocate (IMCA) Referrals - There has been an increase in IMCA referrals this year, but referrals from Health seem lower than anticipated by the IMCA provider.

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
	42	33	32	47	154



Deprivation of Liberty Safeguards (DoLS) Cases - The number of DoLS for the year has been higher than anticipated but have been managed.

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Total number of DoL applications to date	190	157	160	165	672
Total number of Assessments completed	188	153	155	158	654
Total number of Assessments outstanding - still being processed	2	4	5	7	18
Total	190	157	160	165	672
Total number of Cases in which authorisation was successful	119	114	106	90	429
Total number of Cases in which authorisation was declined	69	39	49	68	225
Total number of Cases still being processed	2	4	5	7	18
Total	190	157	160	165	672
IMCAs / Paid Representatives					
IMCAs commissioned for Essex County Council	33	51	38	22	144
Total number of Paid Representatives commissioned	11	11	16	14	52
Total IMCAs commissioned	44	62	54	36	196
Service User Categories					
Learning Disabilities	8	8	2	3	21
Mental Health	157	128	130	119	534
Physical and Sensory Impairment	25	21	28	43	117
Total	190	157	160	165	672

Appendix 3 - Care Act

The Government published the draft Care Bill on 11 July 2012. Having completed its governance journey, the Act proposes a wide range of changes within social care including specific legislation around adult safeguarding. Section 3 of the Act sets out requirements for Safeguarding Boards to be placed on a statutory footing. It has a clear objective to “help and protect adults where a local authority has reasonable cause to suspect that an adult in its area (whether or not ordinarily resident there)”

- (a) has needs for care and support (whether or not the authority is meeting any of those needs),
- (b) is experiencing, or is at risk of, abuse or neglect, and
- (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it, it must make (or cause to be made) whatever enquiries it thinks necessary to enable it to decide whether any action should be taken in the adult’s case (whether under this Part or otherwise) and, if so, what and by whom.

Additionally the Act also sets out statutory requirements for membership of boards:

- To carry out reviews in specific circumstances to identify lessons to be learned and the application of those lessons
- To produce a strategic plan
- To produce an annual report

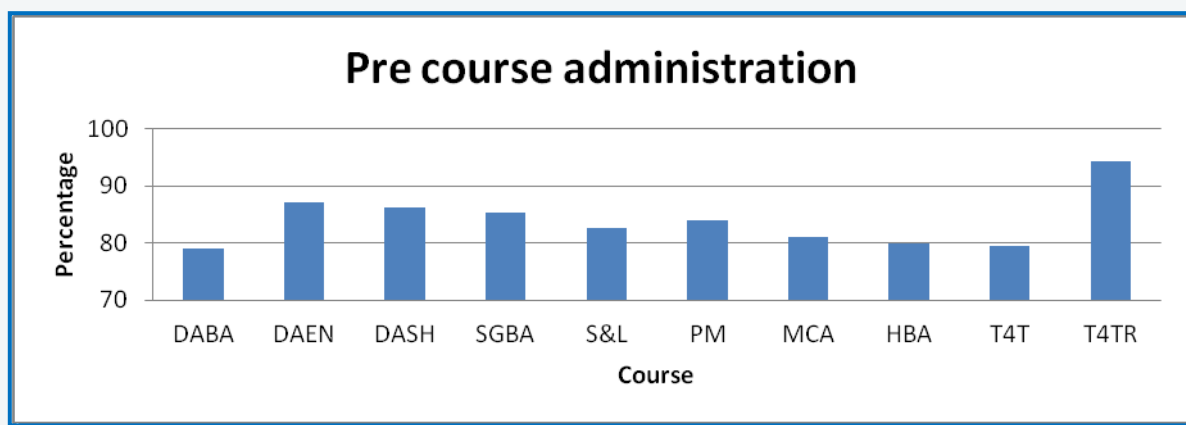
The timetable for the Act currently sets out for implementation during 2014-15, however ESAB consider that the proposals represent a good model for the Boards’ development and have therefore set as one of its key priorities, to ensure compliance with the Act’s requirements.

Appendix 4 – Training evaluation

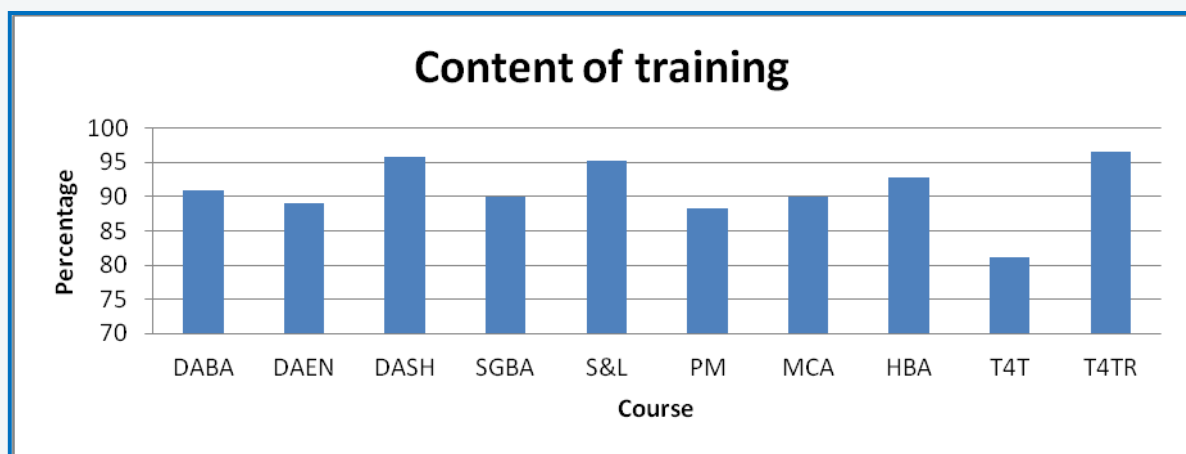
The graphs below show the percentage scores for pre-course administration, content of training, trainer's delivery, visual aids, handouts and overall score.

Codes for the courses

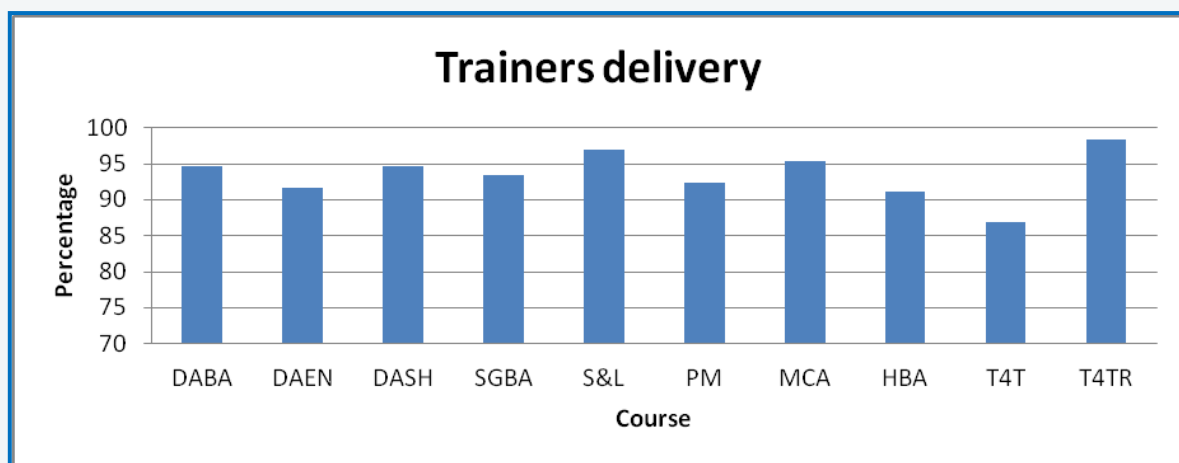
DABA – Domestic Abuse Basic Awareness
 DAEN – Domestic Abuse Enhanced Awareness
 DASH – Domestic Abuse, Stalking, Harassment and Honour Based Violence
 SGBA – Safeguarding Adults Basic Awareness
 S&L – Safeguarding and the Law
 PM – Provider Manager
 MCA – Mental Capacity Act
 HBA – Honour Based Abuse
 T4T – Training for Trainers
 T4TR – Training for Trainers Refresher



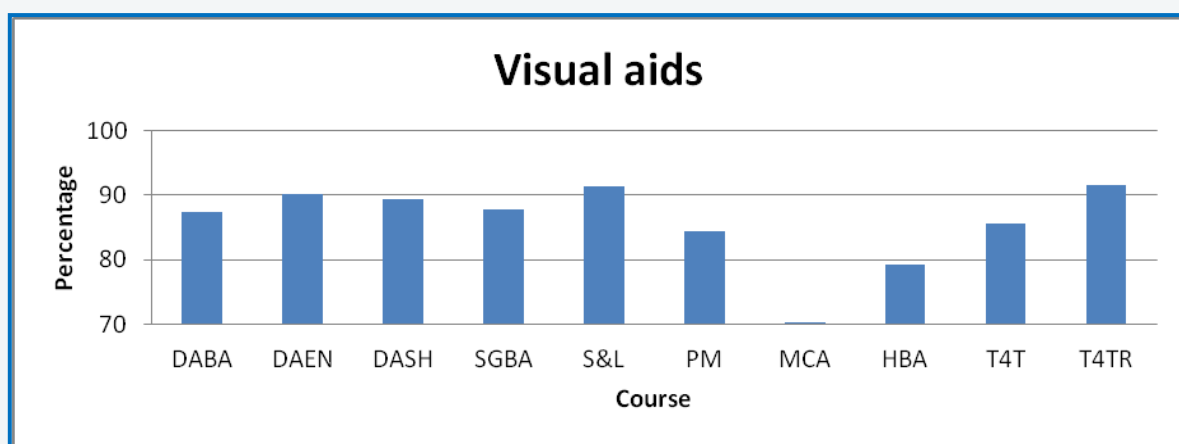
	DABA	DAEN	DASH	SGBA	S&L	PM	MCA	HBA	T4T	T4TR
Scores (0-5)	3.95	4.36	4.31	4.26	4.13	4.20	4.05	4.00	3.97	4.71



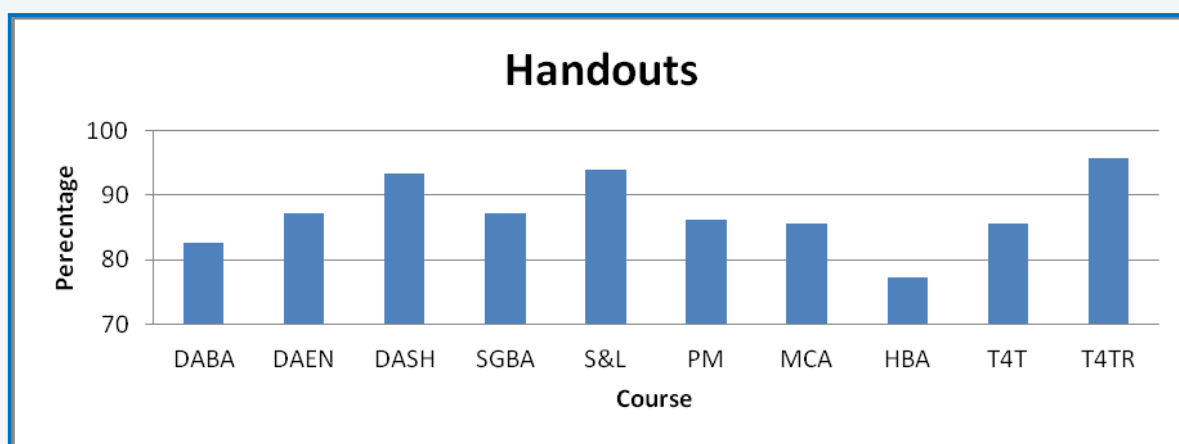
	DABA	DAEN	DASH	SGBA	S&L	PM	MCA	HBA	T4T	T4TR
Scores	4.55	4.45	4.79	4.50	4.76	4.41	4.50	4.64	4.06	4.83



	DABA	DAEN	DASH	SGBA	S&L	PM	MCA	HBA	T4T	T4TR
Scores	4.73	4.58	4.73	4.67	4.85	4.62	4.77	4.56	4.34	4.92



	DABA	DAEN	DASH	SGBA	S&L	PM	MCA	HBA	T4T	T4TR
Scores	4.37	4.51	4.47	4.39	4.57	4.22	3.52	3.96	4.28	4.58



	DABA	DAEN	DASH	SGBA	S&L	PM	MCA	HBA	T4T	T4TR
Scores	4.13	4.36	4.67	4.36	4.70	4.31	4.28	3.86	4.28	4.79

This information is issued by
Essex Safeguarding Adults Board

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Find out the latest news on Twitter @SafeguardEssex or [sign up](#) to our newsletter

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		AGENDA ITEM 7
		PAF/29/14
Committee:	People and Families Scrutiny Committee	
Date:	13 November 2014	
<u>New operating model for the Youth Service</u>		
Enquiries to:	Michael O'Brien Head of Commissioning Education & Lifelong Learning 01245 436772 michael.obrien@essex.gov.uk	

Purpose of the Paper:

To receive an update on the new operating model, six months after its implementation.

The paper has 2 appendices:

- A) *Working with young people to build communities*
- B) Essex youth work commissioning outcomes

Essex Youth Service Progress update October 2014

Background

1. The purpose of this report is to update Members on the progress the Youth Service has made since the presentation of the Report to Cabinet on 25 February 2014.

In that report Councillor Gooding shared proposals for the new operating model and how from 2014/15 onwards the proposed service budget will be allocated. This brief report explains the progress so far.

2. **Senior Leadership Team (SLT)** Consultation for the new leadership team started in April 2014. Following a rigorous selection process the new SLT was appointed and took up their new posts in September (a reduction from 9 to 5 posts with 1 voluntary and 2 compulsory redundancies). They have immediately begun work on implementing the new model and have started delivering against proposals.

3. **Service Redesign** Staff Consultation for the remainder of the service commenced on 4 November 2014; this action will bring us into line with the new budget envelope and ensure the service is fit to deliver our new commissioning model, with proposals for an overall reduction of 17.89 FTE.

4. **Youth Work Outcomes** The service launched the new outcomes framework in June (attached). These have been devised following extensive engagement with staff and young people, taking into account the high level Essex outcomes and show how the service will contribute to the overall Essex outcomes.

Examples: April –September 2014

- 25,028 outcomes achieved, which represents a 100% increase on last year.
- 1597 national accreditations have been achieved
- 14,470 participants have been involved in youth work
- 131 new community groups are being supported to deliver youth work
- 644 new young people are accessing youth work in their own community (logged on our new utility RunAClub)

5. **Duke of Edinburgh Award (D of E)** Original proposals within the Youth Service Business Case to move the Duke of Edinburgh's Award operations to Essex Outdoors were rejected by the D of E Regional Office due to a conflict of interests, as Essex Outdoors is an Approved Activity Provider and therefore cannot also hold nor be responsible for the Licence. Therefore, we are now consulting with Schools, Colleges, staff and DofE Regional Office on a new 'cost neutral' operating model which will retain DofE within Essex Youth Service.

6. **Young Carers** Procurement process has started to secure a district based young carers' provision in all 12 districts across Essex from April 2015. The Youth Service will

cease its own delivery and all future delivery will be by the successful suppliers. Assessments for Young Carers will in future be carried out by the Targeted Youth Advisor team to ensure they are independent and of a consistent quality and enable ECC to meet its new statutory duties under the Care Act and Children & Families Act.

7. Youth Strategy Groups (YSGs) The groups have all identified their 2014-5 local desired outcomes for young people and Youth Workers are currently commissioning against those outcomes. Youth Workers are also working with YSGs identifying which groups in the community could benefit from the Capital Fund. Plans are also well advanced to carry out improvements to ECC youth centres and IT infrastructure.

8. National Citizen Service (NCS) During the year Youth Service staff worked to deliver an immensely successful NCS programme with 580 young people, who completed to a 4-week programme and completed a total of 15,160 hours volunteering in local communities, and raising a huge amount of money so they could carry out various projects that have subsequently made a difference to their community.

9. TCHC. The TCHC contract was always identified as a higher risk element of the project and while there have been financial benefits these are not as high as anticipated. To mitigate this situation an application has been made (with partners) to the cabinet office Youth Engagement Fund to deliver £3million worth of funding into Essex through social impact bonds. We have passed the first stage and are in the final short list for projects being considered.

10. Young Inspectors Several groups have been trained to inspect services for young people with further groups being trained.

Working with Young People to Build Communities

Essex Youth Service



**Commissioning
through Community
Capacity Building**



Essex Youth Service

Essex Youth Service is an excellent informal education, social and personal development service targeted at the most vulnerable young people from those communities that need our support the most. We commission through community capacity building to enable and support young people and partners from within our communities to deliver universally available positive leisure and personal development activities for themselves. Our Outcome Framework gives clear guidance on how these positive activities enable young people to achieve their full potential.

What is youth work?

“ Youth workers dedicate their time and expertise to help young people in their personal and social development; equipping them with the practical skills they need to be resilient in challenging times and positive contributors to future economic growth ”

(National Youth Agency 2014)

All youth work in Essex is based on four core values and is therefore:

Educative – Youth work in Essex helps young people to learn about themselves and others in society through informal educational activities which combine enjoyment, challenge and learning.

Participative – Youth work is unique in that young people are always encouraged to be involved in the design, delivery and governance of the services they are offered and participate in.

Empowering – Young people are supported to make choices about their life from a position of knowledge.

Provide equality of opportunity – Youth workers in Essex are committed to ensuring that all young people regardless of race, gender, cultural background, age, sexual orientation, religious beliefs or disability have equal access to good quality youth work.



How and why we deliver youth work

Youth work in Essex happens in youth centres, schools, colleges, parks, streets, village halls, and shopping precincts. Youth work methods include support for individuals and communities, group work, bespoke programmes and learning through experience. All youth work methods offer young people a safe space to explore their identity, experience decision making, increase their confidence, develop inter-personal skills and evaluate the consequences of their actions. These methods lead to better informed choices, changes in behaviour and improved outcomes for young people.

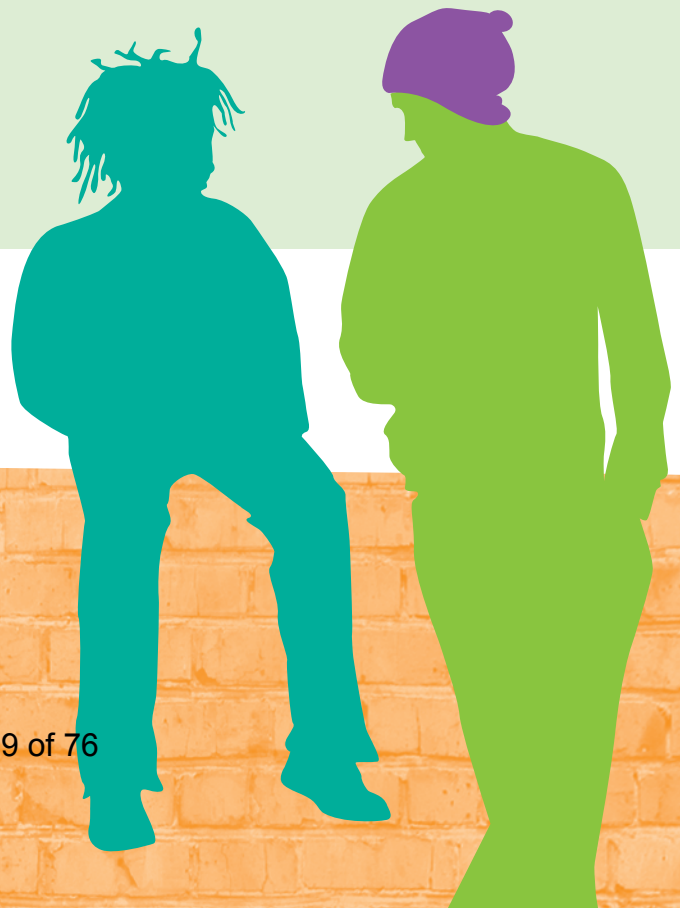
Youth work in the community

Using centre based, mobile and detached teams, professional youth workers facilitate youth work in a range of settings, working alongside young people in their own communities to deliver the services they want. Youth workers, acting as community based commissioners build relationships with key people and organisations to identify local need and develop appropriate provision to meet that need. They create opportunities for the community to learn new skills and to work together with young people to deliver accessible and challenging provision in the heart of their community.

Essex Youth Service supports young carers and additional needs provision throughout Essex. The work in communities also includes social action projects through the delivery of the National Citizen Service, Duke of Edinburgh's Award volunteering and the Prince's Trust Team community projects.

We support communities working with young people by helping them to access:

- Free volunteer training
- DBS checks
- Free curriculum support and resources
- Help with policies and procedures
- Access to premises
- Health and Safety guidance
- NEET reduction programmes
- Access to accreditations and awards
- A range of other support is also available



Youth work in schools

Youth workers have the skills, knowledge and significant experience to work in schools and other educational establishments. The main aim of this work is to successfully re-engage young people in positive learning experiences and to enable them to take responsibility for their learning and boundaries. A number of programmes are designed to support students to achieve in school including reducing the number of young people potentially becoming NEET .

Programmes to raise students' attainment include:

Alternative Education for Years 10 and 11

Complementary Education for Years 9 and 10

Managing Emotions

Qualifications

GOALs (a confidence building and motivational course)

Personal Social Health Education lessons

One to one support

Access to bespoke work experience

Support for Duke of Edinburgh's Award

Essex Dance Theatre

Bespoke programmes (available on request)

A range of accredited programmes



Youth work with individuals

Youth Workers and Targeted Youth Advisers work on a one to one basis with young people to help them make informed choices about their lives and to identify and discuss the barriers preventing them from moving forward. They are skilled in building positive relationships with young people that engender an atmosphere of trust and safety, allowing issues to be explored and resolved. A variety of techniques are applied in order to encourage the young person to achieve the best possible outcome for themselves.

These interventions can be school based or EET focused can also be targeted for young offenders and care leavers.

Youth work with partners

In order to achieve the best outcomes for young people, working with partners is essential. Essex Youth Service works with partners in a variety of ways to enrich provision and ensure an holistic approach to building capacity for young people to enable them to engage in their community.

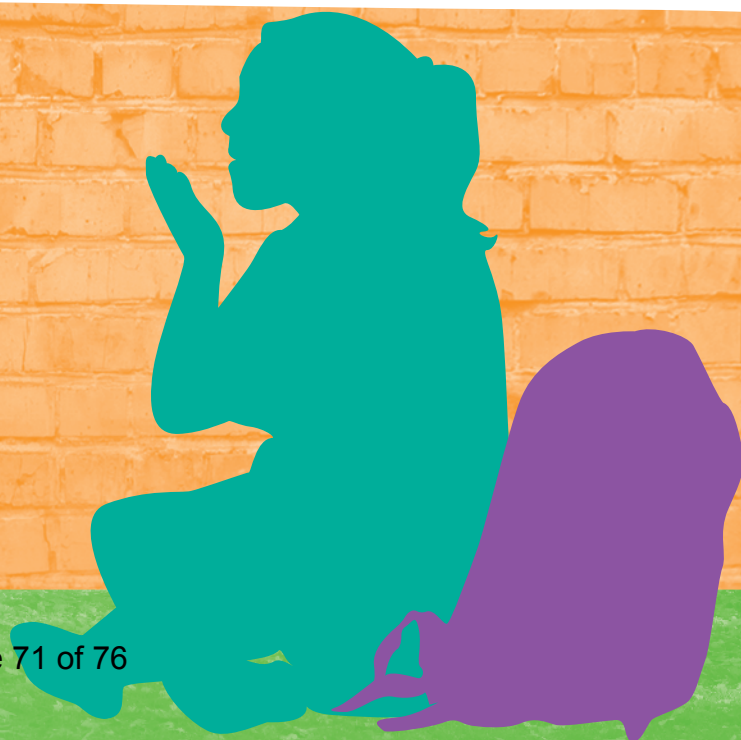
Principal partners include Essex Youth Strategy Groups, Health Organisations, Essex Police, voluntary youth agencies, Local Strategic Partnerships, The Prince's Trust, The Duke of Edinburgh's Award, Young Carers groups, Awarding Organisations, National Citizen Service, Essex Boys and Girls Clubs, Youth Offending Service, Leaving and After Care, ECVYS, Youth Councils and forums.

Work undertaken with partners includes NEET reduction, healthy living, staying safe, emotional well-being, employability skills, qualifications and accreditations, volunteering opportunities, social action projects, crime reduction and young people having a voice.

Essex Youth Service Contact details

County office: Tel no. 03330131496 or email: youth.work@essex.gov.uk

Local Youth Hub:



This information is issued by
Essex County Council, Youth Service

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Published June 2014

High Level Outcomes	Young people in Essex get the best start in life	Young People in Essex enjoy good health and wellbeing	Young people in Essex have aspirations and achieve their ambitions through education, training and lifelong-learning	Young people in Essex live in safe communities and are protected from harm	Young people benefit from sustainable economic growth for Essex communities and businesses	Young people in Essex experience a high quality and sustainable environment	Young people in Essex can live independently and exercise choice and control over their lives
Essex County Council Indicators	<p>% of Children are ready for school</p> <p>% of Children achieving a good level of development by the age of 5</p> <p>% of families living in temporary accommodation</p> <p>% of children living in non-working households</p>	<p>People in Essex have a healthy life expectancy</p> <p>Reduced differential in life expectancy across different areas of Essex</p> <p>% of children achieving at school</p> <p>% of working age people in employment</p> <p>Prevalence of healthy lifestyles</p> <p>Prevalence of mental health disorders among children and adults</p> <p>% of Essex residents who consider themselves to be in good health</p> <p>% of families living in safe and suitable housing</p> <p>% of households living in fuel poverty</p> <p>Teenage pregnancy rates</p> <p>Life satisfaction rates</p>	<p>% of Children attending a good school</p> <p>% of Children achieving at school</p> <p>Rates of literacy & numeracy at all ages</p> <p>% of NEET 16 – 19</p> <p>% of adults participating in Lifelong Learning</p> <p>% of working age people in employment.</p> <p>% of people participating in FE/HE or Vocational Learning</p> <p>Rates of Volunteering</p>	<p>Level of crime in Essex</p> <p>Number of children subject to child protection plans</p> <p>Number of children in care</p> <p>Number of people killed or seriously injured in on Essex roads</p> <p>% of residents who feel Essex roads feel safe</p> <p>Hospital admissions caused by injuries to children and young people</p> <p>Hospital admissions caused by injuries to adults</p> <p>Incidents of domestic violence</p> <p>% of residents who feel safe</p> <p>Rates of re-offending</p>	<p>Job growth in key locations & sectors</p> <p>Housing growth in key locations</p> <p>Supply of fit for purpose business premises</p> <p>Increased connectivity and journey time reliability</p> <p>Number of bus/community transport journeys</p> <p>Median earnings</p> <p>Coverage of super fast broadband</p> <p>Sustainable business start-up rate</p> <p>% of Essex businesses who think they can recruit suitable people</p> <p>% of working age people in employment</p> <p>Business rates growth</p>	<p>Residual waste volumes</p> <p>Cost of energy to households</p> <p>Preventable flooding incidents</p> <p>Level of pollution</p> <p>Condition of roads and footways</p> <p>Access to valuable open spaces</p> <p>Perception of the quality of the environment in Essex cities, towns and villages</p>	<p>Proportion of people who live independently</p> <p>% of people who regain or increase their level of independence following hospital admissions</p> <p>Access to end of life care in their preferred placement of choice</p> <p>Number of children and adults who receive social care support</p> <p>Number of people with personal budgets</p>
Youth Work Indicators	<p>Young people have the opportunity achieve to their full potential</p> <p>Young people have the confidence and skills to identify goals and pathways</p> <p>Young people have access to positive role models and good social opportunities</p>	<p>Young people make informed healthy lifestyle choices with regard to:</p> <ul style="list-style-type: none"> Physical exercise Sexual health Relationships Drugs and alcohol Mental wellbeing Healthy eating 	<p>Barriers to employment are reduced - increase in EET and increase in skills for employability</p> <p>Young people have access to volunteering opportunities</p> <p>Young people have good levels of confidence, life and communication skills.</p>	<p>Young people do not engage in crime or anti social activity</p> <p>Young People feel safe</p> <p>Young people do not experience bullying</p>	<p>Young people are supported to reach their goals via targeted interventions</p> <p>Young people have skills for employability (job ready)</p> <p>Young people have access to volunteering opportunities</p>	<p>Young people are involved in social action projects</p> <p>Provisions for young people are enabled or developed by youth service in collaboration with the community</p> <p>Young people influence their local environment by being involved in decision making</p>	<p>Young people are equipped to lead independent lives</p> <p>Young people requiring additional support gain accredited awards in life skills</p> <p>Young people who require additional support who are engaged in the democratic process</p>
Performance Measures	<p>1. Young people's progression against outcomes star</p> <p>2. Number of young people engaged in Positive Activities</p> <p>3. Number of community based youth work sessions available to young people judged 'good/ outstanding'</p> <p>4. Number of young people that participate in National Citizen Service.</p>	<p>1. Number of C-Card interventions</p> <p>2. Increased level of participation in sporting, cultural and physical activities/challenges</p> <p>3. Number of young people attending health related curriculum sessions</p>	<p>1. Young people achieve at least Level 1 in literacy and numeracy.</p> <p>2. Number of young people who access a suitable work experience opportunity.</p> <p>3. Number of young people who access accredited informal education programmes</p> <p>4. % of young people who attend alternative education after engagement in education programmes (3 month follow up)</p> <p>5. Number of young people who access accredited volunteering opportunities</p>	<p>1. % Young people understand the consequences of unhealthy risk taking (perception survey)</p> <p>2. % of young people who say they feel safe in their community. (Perception survey)</p> <p>3. % young people who know how to report incidents (e.g. domestic violence, crime, bullying, abuse) (Perception survey)</p> <p>4. % of young people who attend anti bullying curriculum sessions</p>	<p>1. Number of young people who have attended PSD sessions and can identify that they are more confident in being job ready</p> <p>2. Number of young people who volunteer regularly</p> <p>3. % young people who are supported by Targeted Youth Advisors into Education Employment or Training</p> <p>4. Number of young people who gain accredited awards</p>	<p>1. Number of community run provision supported by community based commissioners.</p> <p>2. % of community run provisions that are quality assured as good or outstanding using OFSTED framework</p> <p>3. Number of young people actively involved in social action projects.</p>	<p>1. Young people who require additional support are life ready (perception survey)</p> <p>2. Number of young carers assessed.</p> <p>3. Number of young people actively involved in decision making</p> <p>4. % young people who require additional support attending personal development programmes (eg GOALS, Delay, Princes Trust)</p>

