

Corporate Plan: Progress Report

Quarter 1 2012 / 13

Information and Intelligence Service

Corporate Plan: Overview

Quarter 1 2012/13 Summary: Overall delivery of our Corporate Plan

How are we performing?

1. World class education and skills offer

Potential achieved through learning;



Opportunities to learn throughout lives;

Promote culture of aspiration;



- 5 good and outstanding schools have partnered with underachieving schools to help them drive up standards;
- 1,381 people helped into an apprenticeship (exceeding target of 1,250) and a further 404 since January 2012 as part of phase 2;
- Increase of schools in Special Measures (from 7 in Sep '11 to 16 in May '12) but drop in schools with a Notice to Improve (from 13 in Sep '11 to 9 in May '12);
- Gap for children with SEN at Key Stage 2 (59%) is greater than statistical neighbours (55%) and England (53%) – 2012 data available in forthcoming months;
- There is a historical gap for adults in Essex when compared to skill levels across England. In 2010 63.4% of adults had a level 2 qualification, 43.7% had a level 3 qualification & 23% were qualified for level 4. This compared to 67.3% of adults in England with a level 2 qualification, 51% with a level 3 and 31.3% were qualified to level 4.
- Decline in use of libraries (fall of 8.6% in issues last year) but reflective of national decline.

2. Highways, infrastructure and environment for business growth

Support businesses to generate wealth, jobs & opportunity;



Enable physical & technological infrastructure for businesses;

Economic opportunity available for all;



- Condition of principal and non-principal roads is in the top quartile compared to statistical neighbours & shows improvement from '09/10 to '10/11 (latest data) whilst satisfaction with the road condition remains a priority for residents (2010);
- JSA claimant rates (for 18-24 year olds) increased from 5.7% in May 2011 to 6.5% in May 2012 but remain better than the rest of the country (7.5% at May). NEET figures improved from 6.9% last year (average of Nov, Dec and Jan) to 4.8% (May '12);
- The number of young people (16-19 yrs) whose occupation status is 'Unknown' has reduced from 27% in December '12 to 12% (at 28 June '12), but is above the DfE 10% target.

What are we doing?

- Focus is being delivered through the Schools and Education Strategy and targeted analysis to help reduce SEN gap. Essex is a leading voice in the national debate of the new role of the local authority in relation to education. Strategies are currently being developed to improve performance in schools.
- Community Budget pilot developing 'Skills for Economic Growth' business case exploring local commissioning of skills and employment support in order to reshape provision to better meet needs of Essex economy.
- Libraries' Summer Reading Challenge runs from 21st July to 3rd September 2012.
- Additional investment being made into road condition (£11m) and annual surface dressing work is to commence in June 2012, to further improve road condition in Essex;
- Apprenticeship activity being used to support reduction of young people NEET in Essex;
- Positive action is underway to reduce the number of young people (16-19 yrs) whose occupation status is 'Unknown' to below 10% by end of July '12;

3. Improving Public Health & Wellbeing		<ul style="list-style-type: none"> - More social care users receiving personal budgets (cash payments up 13% at May '12 compared to same time last year); 	<ul style="list-style-type: none"> - Priority to support people in their own home, rollout Personal Budgets and reablement. Community Budget activity will support this;
<i>Help residents live independent lives;</i>		<ul style="list-style-type: none"> - More people with reduced care needs following reablement (17% higher than last year at May '12); 	<ul style="list-style-type: none"> - Activity being undertaken on a shared vision for Public Health and development of Joint Health & Wellbeing Strategy to support this;
<i>Encourage healthy lifestyles;</i>		<ul style="list-style-type: none"> - Compared to the rest of the country public health is better; 	<ul style="list-style-type: none"> - Contract signed with consortium for treatment of residual waste and tender process in 2012 for Recycling Centres;
<i>Promote and enhance the environment;</i>		<ul style="list-style-type: none"> - Levels of recycling and waste surpassed statistical neighbours in '10/11 and continuing increase; 	

4. Protecting & safeguarding vulnerable people		<ul style="list-style-type: none"> - Slight drop in disabled people in employment (362 at March 2012 which is 23 less than March 2011); - Carers needs increasingly being met in ways other than single carers assessments and reviews, which have seen a 27% decrease ('11/12 compared to '10/11) 	<ul style="list-style-type: none"> - All age disability approach being developed so as to maximise work capacity, skills and employment; - All age pan Essex Carers Strategy being drafted and is considering which methods for supporting carers provide the best outcomes. New measures to show impact of other ways of meeting carers needs likely to be developed as a result;
<i>Enable vulnerable people to enjoy a good quality of life;</i>		<ul style="list-style-type: none"> - Increase in service users and carers receiving self-directed support from 29.7% to 34.6% ('11/12 compared to '10/11); 	<ul style="list-style-type: none"> - The developing intervention service for teenagers, renewed focus on parenting support for younger families and focus on adoption will reduce the numbers of children in care further from the current rate of 48.4 per 10,000 (May 2012) to under 40 per 10,000, by 2014 (in Essex, 1 per 10,000 is approximately 30 children).
<i>Protect residents from harm and injury;</i>		<ul style="list-style-type: none"> - Improvement Notice and Government intervention removed December 2011, following grading of 'Adequate' for effectiveness of Safeguarding and Looked After services (also evidenced by the LGA Peer Challenge which stated that we ECC has a stable and safe service) 	
<i>Support parents, carers and families;</i>			

5. Safer and stronger communities		<ul style="list-style-type: none"> - Crime remains lower than comparator areas & reductions seen in anti-social behaviour. Small increase in recorded crime rates overall from 55.79 crimes per 1,000 population ('10/11) to 56.76 crimes per 1,000 population ('11/12); 	<ul style="list-style-type: none"> - Finalisation of Essex Crime and Disorder Strategy and operational plans underway; - Development of Local Highways Panels, review of Public Engagement Strategy, establishment of Locality Boards and the introduction of Local Healthwatch (for which Essex is a DoH pathfinder) are all expected to give people an opportunity to be involved in decision making;
<i>Make Essex a safer County;</i>		<ul style="list-style-type: none"> - Number of people killed or seriously injured shows improvement from last year with 75 people killed or seriously injured (Jan-February 2012) compared to 96 during the same period last year; 	
<i>Encourage residents to influence decisions;</i>		<ul style="list-style-type: none"> - Fall in people wanting to be more involved in local decision making – from 32% in 2009 to 26% in 2012 (2012 Tracker Survey); 	
<i>Help residents challenge local services;</i>			

Key:

	Performance is improving		Performance is decreasing – but only slightly
	Performance is decreasing		Gap exists between ECC and comparators

Appendix

Priority 1: Enabling every individual to achieve their ambitions by supporting a world-class education and skills offer in the county

Outcome 1: Helping Essex residents achieve their full potential through learning

Where have we come from and where are we now?

Priority areas: to reduce the attainment gap for Special Educational Needs & improve lower performing schools (particularly primary)

1.1 Based on education results from summer 2011 the Key Stage 2 attainment gap between young people with Special Educational Needs and their peers in Essex of 59% remains higher than our Statistical Neighbours (55%) and England (53%). We have also seen a recent rise in the numbers of primary schools judged inadequate and secondary schools judged satisfactory (now defined as 'requires improvement'). In September 2011 we had 7 schools in Special Measures and 13 with a Notice to Improve. At May 2012 we had 16 schools in Special Measures (14 of these were primary schools), and a further 9 schools (8 primary) on a Notice to Improve. These two are two priority areas we are focusing on.

1.2 Performance at age 5 (Early Years Foundation Stage) has improved over recent years to 52% but remains below the statistical neighbour average (60%) as at 2011. However we expect that the move to a single term of entry for reception pupils will have a positive impact on reducing this gap (results due August 2012). At Key Stage 2 our position is in line with the national position. GCSE results increased from 54.6% in 2010 to 58.2% in 2011 and were just behind the national average of 58.9%. 2012 education results will be available over the forthcoming months.

Where do we need to be and what are the risks to achieving this?

Growing child population and increasing costs of high level services increases pressure

1.3 The growing child population and increasingly growing costs of high level services such as school placements for those with SEN and complex needs is increasing pressure for additional primary and special school places that could impact upon delivery of our priority areas. The increasing complexity and on-going changes within the education system also makes this challenging, particularly the complex and fragmented ways in which education and skills is funded and delivered.

What are we doing to impact on this?

Clear vision & strategy in place with positive progress being made in implementation

1.4 ECC's new Schools and Education Strategy 'Developing a World Class Education Strategy in Essex' proposes to clarify and strengthen the Council's approach to raising the attainment and standards for all pupils in Essex schools and aims to ensure that all children and young people have access to a high quality education wherever they live. Essex is a leading voice in the national debate of the new role of the Local Authority in relation to education. Strategies are currently being developed to improve performance in schools. For example, a key element of the strategy is a fresh and strong approach to supporting the attainment of children with special educational needs, including a capital funding strategy for new/refurbished schools.

Outcome 2: Providing opportunities for Essex people to learn throughout their lives

Where have we come from and where are we now?

Historical and persistent challenges in achieving required skills levels in adult population

1.5 The 2010 Essex Business Survey showed that skills continues to be a problem with industries reporting a skills shortage and lack of young people entering engineering and technology businesses in particular. Essex has below national average numbers of adults with Level 2, 3 and 4 qualifications and the gap is widening. Latest data (as at the end of 2010) for 16-64 year olds shows that 11.1% of adults in Essex have no qualifications, 63.4% have Level 2, 43.7% have Level 3 and 23% have Level 4. This compares to England results of 67.3%, 51% and 31.3% respectively. This may be impacted by the workforce age in Essex (migration to other areas giving Essex a higher proportion of people over the age of 40 compared to Great Britain).

1.6 The number of physical visits to libraries is declining nationally as well as locally and we

expect this trend to continue. There was an 8.6% (provisional data) decrease in the number of issues to libraries over the last year ('11/12 compared to '10/11) and a decrease from 7,480 to 6,739 per 1,000 population library visits across the same period. Data on virtual library visits is not available at this time and is being reviewed to understand the potential shift in customer behaviour to virtual visits.

Where do we need to be and what are the risks to achieving this?

To deliver this it will require close working with employers and schools

1.7 Risks to delivering improved skills levels include a complex funding system and a reliance on the commitment and engagement from employers and schools. We are committed to maintaining top quartile compared to other Counties in library visits. All library authorities are facing significant funding and service reductions, however we still believe this is achievable.

What are we doing to impact on this?

Launch of new education & skills offer that meets the needs of businesses

1.8 ECC's new Economic Strategy aims to help individuals to prepare for and access work and better paid jobs through an education and skills offer that meets the needs of businesses. To do this, we will work with employers to understand and respond to the skills gaps underpinning investment in training provision and information and guidance to support career choices. Work allowing employer led provision matching skills to the local economy is also being progressed through Community Budget Pilot activity.

1.9 The libraries' Summer Reading Challenge runs from 21st July to 3rd September. Aimed at children aged 4-11 years, it inspires children to read in the long summer break when their reading skills can decline without the regular reading activity at school.

Outcome 3: Promoting a culture of aspiration for all

Where have we come from and where are we now?

Increasing numbers of young people completing apprenticeships although low take-up for care leavers

1.10 The Essex Apprenticeship Scheme has helped 1,381 people (exceeding the 1,250 target) into apprenticeships in phase 1 (2009-2012), with a 79% completion rate (exceeding the 70% target). On leaving the phase 1 programme 68.2% secured employment or progressed onto full time education. Since January 2012, phase 2 has supported 404 young people into an apprenticeship. Phase 2 includes specific focus on opportunities for care leavers and since 2011 to date, 24 care leavers have begun apprenticeships, from 80 referrals. This low placement rate is attributed to a lack of suitable referrals and lack of targeted support mechanisms before the interview and whilst on the Apprenticeship.

Where do we need to be and what are the key risks to achieving this?

70% completion rate ambition for Essex scheme

1.11 In 2012/13 The Essex Apprentice Scheme will continue to support young people to gain skills, with a 70% successful completion rate ambition. Close working with businesses and young people is essential to achieving this.

What are we doing to impact on this?

Further plans to significantly expand Apprenticeship opportunities across the region

1.12 Our ambition, through the South East LEP Skills Working Group, is to increase Apprenticeships across Essex, Kent and East Sussex by approximately 11,500 over the next two years, of which 4,604 will be within Essex. To help fund additional apprenticeships, bids have been submitted to the Regional Growth (RGF) and Coastal Communities Funds alongside the East Coast Energy Partnership. We continue to explore apprenticeships with key suppliers e.g. MITIE, with over 200 opportunities already built into contracts (throughout contract life).

1.13 ECC is also continuing to support the establishment of the Canvey Skills Campus and aim to develop this into an educational hub, incorporating a 14-16 and Adult Community learning vocational curriculum alongside the EFA funded 16-18 provision, within the next four years.

1.14 To better support vulnerable young people (including care leavers) ECC is considering expansion of a 6 month work experience programme specifically for vulnerable and disadvantaged groups.

Priority 2: Securing the highways, infrastructure and environment to enable businesses to grow

Outcome 1: Supporting business to generate wealth, jobs and opportunity

Where have we come from and where are we now?

Global / national recession continues to impact Essex

2.1, Compared to the rest of the country Essex is faring well with unemployment better than the national average (latest data from September 2011 showing that unemployment was 6.5% in Essex compared to 8% for England) although Essex has not been immune to economic shock, with our swift response to the closure of the Coryton Refinery demonstrating our commitment to supporting the economy.

Where do we need to be and what are the risks to achieving this?

Growth needs to be found in new areas

2.2 Business growth in Essex over the decade up to 2008 was predominantly in financial services, construction and the public sector, with a marked increase in the financial services sector relative to others. Whilst the construction industry may well bounce back as the economy improves the weakening of the financial services sector and the trend to place jobs such as technical help lines abroad means that there is less confidence that new jobs and growth will be found in this area. Similarly employment opportunities in the public sector are reducing. We are working with the South East LEP in renewing a focus on growth, and are investing in infrastructure to support this (such as the Growing Places Fund directing schemes to unlock jobs, homes and economic activity).

What are we doing to impact on this?

ECC launching a step-change in approach to supporting economic growth

2.3 Building upon the ambition in the Council's Corporate Plan, ECC's new Economic Strategy articulates a step change in the approach to economic growth and outlines what ECC proposes to do, in partnership with others, to unlock growth now, secure jobs and earnings tomorrow, and create the conditions for long term economic growth and social resilience for our people. A performance framework, which will monitor the delivery of the Strategy objectives, is currently in development. This Strategy is due to be considered by CLT and Strategy Board in June 2012. Work to develop business support infrastructure for Essex is included in the strategy, which has been endorsed by the Greater Essex Business Group. A new determination on aligning college leavers with the skills required by employers, and thinking around Essex infrastructure to support growth is being progressed through the Community Budget pilot.

Outcome 2: Ensuring the physical and technological infrastructure is in place to enable businesses to flourish

Where have we come from and where are we now?

Infrastructure, continues to be a top priority with local businesses

2.4 The 2010 Essex Business Survey highlighted infrastructure as the top priority for public investment, specifically: IT/ICT; transport; and the road/transport network. The same survey showed that 35% of businesses are concerned about local traffic congestion. The condition of Essex's Principal and Non-Principal roads is in the top quartile across the Country showing an improvement in 2010/11 compared to the previous year. However, Essex residents are least satisfied with this aspect of our road and transport services (Source 2010 National Highways and Transport survey). ECC has secured match funding for Broadband UK investment. In financial terms this equates to investment of almost £26million over 3 years.

Where do we need to be and what are the risks to achieving this?

Population rise placing pressure on infrastructure, whilst funding pressures also

2.5 The transport network in Essex is congested, particularly for peak journeys in our larger towns. Road and rail networks accessing London are operating at maximum capacity. The population of Essex is predicted to increase by nearly a fifth between 2008 and 2025. This would see demand for travel increase by 1.9 billion miles per year by 2025, including 1.4 billion additional miles travelled by car. National reductions in local government funding and the subsequent pressure on ECC's budget have necessitated some difficult policy decisions

continue including focusing road network maintenance on the classified road network. The percentage of the unclassified road network not in good condition has declined from 8% in 2008/09 to 15% in 2010/11. Provision data indicates that the figure may be 18% for 2011/12.

What are we doing to impact on this?

Focus on sustainable transport choices and better working across both public and private key Essex stakeholders

2.6 Investment in the A, B and C classified roads will continue, and we seek to maintain our top quartile performance in this area. Annual surface dressing work will begin in June 2012. This 10 week programme will address 1.6 million square metres of road across the county (a third more than last year). In addition to this, a further £11m investment programme in road repairs has just begun, with the first phase targeting the number of outstanding defects waiting for repair across Essex. The second phase is due to start in November 2012 and will focus on strengthening the road network to ensure that fewer potholes occur in the longer term.

2.7 Improving the cost, availability and reliability of transport is the focus of a Community Budget (2012) pilot project. Ideas being explored include local control over rail and bus franchise management, devolution of funding streams and powers from national agencies and ensuring that services are demand led. The pilot will also seek to align and potentially pool relevant funding in order to deliver more infrastructure improvement for the money available.

2.8 Work to deliver the aim of 100% of homes and businesses in Essex having access to a basic level of Broadband (2Mbps) by 2015 and 75% of homes and businesses to superfast broadband (24Mbps) by 2017 is continuing, and an update will be provided later in the year.

Outcome 3: Creating an environment in which economic opportunity is made available to all

Where have we come from and where are we now?

Unemployment increased but lower than England

2.8 Youth unemployment is at 7,555 (6.5%) for 18-24 year olds claiming Job Seekers Allowance in May 2012 (an increase of 840 on the same time last year) although drop from 6.8% in April. This remains better than the UK (7.5% in May 2012). Since the 2011/12 16-19 year old NEET outturn of 6.4% NEET levels have continued to reduce to a current position of 4.9% in May 2012. The 2011/12 outturn for England was 6.1% and our statistical neighbour outturn was 5%; comparative data for May/June 2012 is not yet available.

Where do we need to be and what are the key risks to achieving this?

Insight into levels of NEET has been difficult to obtain

2.9 Headway has been made in reducing the increase in the number of young people (16-19 yrs) whose occupation status is 'Unknown' seen during 2011/12 (an acceptable level being below 10%). 14.8% of the 16-19 cohort were classed as 'unknown' in May 2012, and latest data shows this reduced to 12% (28 June '12). Essex has also met with the DfE regarding how this number can be reduced. Interestingly, the significant reductions already achieved in the levels of 'unknowns' has not had a significant impact on our NEET figures.

What are we doing to impact on this?

Progress made in identifying NEET young people

2.10 The Employability & Skills Unit (ESU) have secured extra resource to reduce the number of young people (16-19 yrs) whose occupation status is 'Unknown' to below 10% by the end of July 2012. The ESU coordinates ECC support mechanisms (e.g. Locality Commissioning, Youth Services, ACL for example) and works with external partners providing support (e.g. Youth East), whilst maintaining influential relationships with post 16 providers, to ensure relevant future provision planning and support the reduction of the 16-19 NEET cohort by a set target of 1500 in 2012/13, and to develop skills levels that will support the economic future of Essex.

2.11 To better ensure the accuracy of future NEET data, an Early Intervention Tool has been developed which uses data from a variety of sources to enable us to work with schools to identify young people who may be at risk of becoming NEET. We have now completed four visits to schools covering approximately 300 young people. We hope to track all young people identified by the Tool to ensure a positive progression outcome.

Priority 3: Improving Public Health and Wellbeing

Outcome 1: Helping Essex residents to live full and independent lives

Where have we come from and where are we now?

Positive progress made in supporting people to independence

3.1 Personalisation and choice is a significant priority, particularly supporting people in their own home. In the first two months of 2012/13 we have continued to make progress with more social care users receiving personal budgets (cash payments are up 13% on this time last year), more people having reduced care needs following periods of reablement (currently 74% of which is 17% higher than last year) and continued increases have been seen in the take-up of assistive technology (19% higher during the year than last year). Admissions to residential care have been lower across all groups (provisional end of year figures suggest a 14% decrease on the previous year) apart from adults with physical impairments (which rose 2%). In particular, adults with learning disabilities (which has historically been an area of higher spend) had 37% fewer admissions to residential care in 12/13 compared to 11/12.

Where do we need to be and what are the risks to achieving this?

Levels of future demand and financial pressure service present a significant risk

3.2 Our priority is to continue to support people in their own home through the rollout of personal budgets (and particularly cash payments) and seeing more people use reablement, thus reducing care needs. These priorities are set against a backdrop of financial pressure and on-going national debate about sustainable funding for social care. The longer-term levels of future demand present a significant risk for the future – we are projecting around a 15% increase in older people with care needs over the next 5 years.

What are we doing to impact on this?

Programmes eg. Community Budgets and Cash Payments expected to have an impact

3.3 Key initiatives which are expected to have an impact here include Community Budgets - considering the expansion of a range of activities such as an integrated pathway for older people, people with dementia and an all age disability pathway. Other projects under consideration as part of Community Budgets are a Virtual Ward approach where patients at high risk of hospitalisation are managed through integrated health and social care services in their own home. This improved co-ordination between health and social care services will prevent dependency on acute hospital care from which we have estimated that over a 1/3rd of our residential care admissions are made.

3.4 Further progress to rollout cash payments to users is planned, directly via cash and also through pre-payment cards. Cash payments create greater choice and flexibility for service users and potentially allow us to save money through reduced back office processing.

Outcome 2: Encouraging healthy lifestyles & tackling the causes of ill health

Where have we come from and where are we now?

Lifestyles are healthy but pockets of inequalities & specific issues such as fuel poverty, alcohol admissions & exercise

3.5 There has been little change in this area over the last quarter – many of the public health areas will take time to influence. Compared to the rest of the country the overall health of people in Essex is positive with better life expectancy (81.6 years, 2008-2010 data), fewer alcohol admissions (387.2 per 100,000 population, 2011/12 Q1 data) and obesity levels in line with England results (at 24.2%, 2006-2008 data). However, differentials between areas remains problematic – the gap in life expectancy between the most deprived 20% and the rest is 3.5 years, (most deprived 20% - 78.8 years, other 80% - 82.3 years, 2008-10 data) and whilst healthy lifestyles are better than much of the country we should not be complacent – excess winter deaths is higher than the national average (although not statistically so, Essex 18.8, England 18.1, 2006-2009 data) caused by fuel poverty and cold housing, almost 2 in 10 primary pupils are obese (Essex – 8.6% Reception year, 17.6% Year 6, 2010/11) and alcohol admissions to hospitals are increasing (although in line with the national picture) (2008/09 Q1 = Essex 287.9, 2011/12 Q1 = Essex 387.2). Engaging people in physical activity can be a driver

here. Recent Tracker Survey results suggest 3 in 10 people engage in physical activity.

Where do we need to be and what are the risks to achieving this?

Integration of Public Health and Health & Wellbeing Board present opportunities

3.6 We have a series of priorities within this outcome but it is essentially to reduce inequalities across Essex and tackle significant issues. The integration of Public Health (through the Health and Social Care Act) presents opportunities to tackle these areas going forward but we will need to ensure that we have a sufficient operating structures, mindsets and resources to achieve this and improved outcomes. In addition, much of this work will be overseen by a Health and Wellbeing Board (currently a Shadow Board is in place) and we need to ensure successful operation of this so as to oversee delivery of this priority. Progress of this project is on track. This is an opportunity to improve coordination of public health with other services and build relationships.

What are we doing to impact on this?

Work being undertaken to review Public Health Vision

3.7 We are currently reviewing and updating our shared vision for Public Health in Essex which will also look to develop links with partners to agree and deliver a common public health agenda. This will take place alongside development of the Joint Health and Wellbeing Strategy for the Health and Wellbeing Board.

Outcome 3: Protecting and enhancing the environment in Essex

Where have we come from and where are we now?

Positive progress including reducing waste & increasing recycling

3.8 We are continuing to play a role in improving the environment and playing our role in achieving this. Reducing waste and increasing recycling is a key priority in achieving this and this has historically been an area where we have performed well, surpassing our statistical neighbours in 10/11. With tightening resources we need to continue to push down levels of waste with the implications in landfill tax (currently £56 per tonne and rising £8 per tonne every year until 2014).

Where do we need to be and what are the key risks to achieving this?

Sustained progress is dependent on delivery of the overall waste programme

3.9 We want to continue to see an increase in recycling and reduction in waste. To achieve this it is necessary for us to manage effectively the individual waste projects so as to realise the benefits associated with these including reduced reliance on landfilling. From our own County Council perspective we also want to reduce our own CO₂ emissions and our partnership with MITIE is essential to achieving this – seeking to reduce our emissions by 5% in 2012/13.

What are we doing to impact on this?

Recent contract with Consortium to support waste programme

3.10 We have set ourselves a series of programmes to support the waste infrastructure programme. The recent signing of a 25 year contract with a consortium of Urbaser and Balfour Beatty for the treatment of residual (black bag) waste will lead to the creation of a Mechanical Biological Treatment facility to treat non-recyclable waste. The Essex Waste Partnership has been allocated £100.9m of Waste Infrastructure Credits to help fund the new facility.

3.11 A tender process will begin later in 2012 to identify a service provider for the Authority's Recycling Centres for Household Waste (RCHWs). The existing contract expires in 2013. As part of the Inter Authority Agreement, all districts and boroughs are now on stream with waste food collections.

Priority 4: Protecting and Safeguarding Vulnerable People

Outcome 1: Enabling Vulnerable People to enjoy a better quality of life

Where have we come from and where are we now?

Falling numbers of people with learning disabilities in employment

4.1 A key element of quality of life is the ability to be in paid employment. Essex's strategy is to promote employment opportunities for disabled people. At the end of March 2012 we had 362 people with Learning Disabilities (LD) in employment. This is lower than a year previously although only by a small number (23). Our target is to maintain performance which given the economic environment, is a stretching target. This area will also consider responses from a new Adult Social Care Survey which will be available from Autumn 2012.

Where do we need to be and what are the risks to achieving this?

Economic conditions affecting employment opportunities

4.2 Supporting adults with learning disabilities into employment is linked to available employment opportunities within the County. This increase of unemployment in Essex will pose a risk to delivering this outcome – we have seen an increase from 4.4% in September 2008 to 6.5% in September 2011. This will put pressure on employment opportunities for disabled people.

What are we doing to impact on this?

Support services are being strengthened

4.3 An All Age Disability Approach is being developed, based on a clearly defined outcomes framework, which includes outcomes relating to maximising work capacity, skills and employment. This will include a range of support for all age groups, such as ensuring that schools and colleges are preparing disabled young people for work; ensuring that mainstream services such as Job Centre Plus are meeting their obligations to disabled people; initiatives such as 'Right to Control' which enable people to use social care and Access to Work funding; and the specialist employment services currently delivered by Essex Cares. There will also be a review of the EssexCares inclusion and employment service later in the year.

Outcome 2: Protecting Essex Residents from Harm and Injury

Where have we come from and where are we now?

Positive progress in children's social care

4.4 A key responsibility of ECC is to protect children and young people from suffering significant harm. The children's social care service is on a journey of improvement; the Improvement Notice and Government intervention was removed in December 2011, following a grading of 'Adequate' for the effectiveness of our Safeguarding and Looked After services (also evidenced by the LGA Peer Challenge in June 2011 which stated that we had established a stable and safe service).

Skilled and experienced permanent qualified workforce, with manageable caseloads

4.5 We are learning the lessons of recent inspections and responding to Professor Munro's national review of child protection. We have sought to clarify the purpose and function of children's social care, recruit and retain a skilled and experienced permanent qualified workforce (85% permanent qualified workforce), ensure that social work caseloads are manageable (average caseloads have reduced from 23.8 cases per FTE in May 2011 to 17 cases per FTE in May 2012 in our Assessment and Intervention Teams, from 19.5 cases per FTE in May 2011 to 19 cases per FTE in May 2012 in our Family Support and Child Protection teams), reduce bureaucratic burdens and allow social workers to spend more time doing meaningful work with children and their families. We now have fewer children in care (from 1609 in May 2011 to 1448 in May 2012) or subject to child protection plans (from 1072 in May 2011 to 683 in May 2012).

Where do we need to be and what are the risks to achieving this?

Establishing good and improving services

4.6 We will continue this approach so that we reach over 95% permanent staff by March 2013. The peer review recognised that driving through sustained improvement in children's social care was a multi-stage process. Whilst stage one had been completed, and stable and safe services was the result, the next task was to establish good and improving services. This requires us to build and consolidate quality of practice that will sustain improvements into the

longer term, equipping the workforce with the right mix of skills and resilience to meet the challenges of working with the most complex families. We are planning to engage in a further peer review of children's services in October 2012 to provide further objective challenge and assessment of the progress we are making.

What are we doing to impact on this?

Positive progress in children's social care

4.7 We have moved into a quadrant based services for Children's Social Care with decision making and budgets devolved close to the frontline service. A recent governance review of the Essex Safeguarding Children Board has been implemented, including the appointment of a new independent Chair and the establishment of a number of sub-committees to ensure a focus and grip on key safeguarding issues. We are developing a new approach to delivering 'Early Help' and using learning from Community Budget prototypes to put children and families in control so that we support them to find their own solutions

Establishing good and improving services

4.8 The developing intervention service for teenagers, a renewed focus on parenting support for younger families and a focus on adoption will reduce the numbers of children in care further from the current rate of 48.4 per 10,000 in May 2012 to under 40 per 10,000 by 2014 (in Essex, 1 per 10,000 is approximately 30 children). At the same time we will ensure that we respond in a thought out way without delay to children who might be suffering significant harm so that they are afforded protection.

Outcome 3: Supporting parents, carers & families to create safe & stable homes

Where have we come from and where are we now?

Decrease in traditional carer support activities although needs met in other ways

4.9 Based on the 2012 Essex Residents Survey, a quarter of Essex residents (26%) have some form of caring responsibilities - for most this takes between 1 and 19 hours per week. However, 5% of residents, (20% of carers), provide care for 50 or more hours per week. Activity on traditional carers' activity within the care management process has decreased (a 27% decrease in single carers assessments (1,410) and a further 8% decrease in joint carers assessment/reviews (787) since last year). However, carers' needs are met in a variety of ways and the service has sought to use appropriate signposting or provides care packages to people as a service user in their own right where they can. Furthermore, the number of service users and carers receiving self-directed support rose to 34.6% from 29.7% last year. This increase is important for carers, who can benefit from the creative support planning that is possible through service user's personal budgets.

Where do we need to be and what are the key risks to achieving this?

4.10 There are questions over whether current targets for carers' direct payments are affordable given the constraints on both resources and budget. This concern is important given that the forthcoming White Paper may change the duty on local authorities from informing carers of their right to an assessment to actually offering an assessment, potentially resulting in a greater demand. There is also a risk that there may be more appropriate, outcomes focussed measures we should be identifying: Based on a recent benchmarking exercise, it appears that councils offering the greatest number of carer's direct payments have approached this through a blanket offer of a one-off payment at assessment. There is little evidence available that this approach has led to better outcomes for carers and focussing on this may be limiting our horizons as far as other approaches are concerned. Current measures also do not reflect where services for the cared for person also assist the carer.

What are we doing to impact on this?

New strategy in development

4.11 The directorate are looking at better ways of monitoring whether good outcomes for carers are being delivered. An All Age Pan Essex Carers' Strategy is currently being drafted. The strategy will consider the impact to date of relocating the Carers Telephone Assessment and Review Team to Essex Social Care Direct and also of recent changes within the operational team structure. The strategy will address whether there a deficit in carers' support that could be provided more appropriately elsewhere and this should form the basis of what we monitor and measure for carers.

Priority 5: Giving people a greater say and a greater role in building safer and stronger communities

Outcome 1: Making Essex a safer county in which to live and work

Where have we come from and where are we now?

Essex remains a safe place to live - although reported crimes increased in 11/12

5.1 Essex remains a safe place to live. There has been a small downward trend, punctuated by seasonal peaks. Results showed a small increase in total crimes report compared to the previous year increasing from 55.79 crimes per 1,000 population to 56.76 crimes per 1,000 population but this remains lower than comparator areas. We have worked closely with the Safer Essex Partnership to drive down all crime and in particular focus on reducing anti-social behaviour. In 2011/12 we supported delivery of 15 local community engagement schemes to address anti-social behaviour and local residents concerns. 2011/12 saw a reduction in anti-social behaviour incidents from 37.97 incidents per 1,000 population to 32.64 incidents. Based on the 2012 Essex Residents Survey, 60% of residents state that they feel safe outside in their local area after dark with these results steady over time. We continue to make progress in reducing the number of people killed and seriously injured and are on track to meet the 2012 target. Up to February 2012 75 KSI's have been recorded (at the same time in 2011 there were 96). Slight casualties show a similar picture. These results are provisional and will be subject to change.

Where do we need to be and what are the risks to achieving this?

Effective partnerships

5.2 Continued effective partnership working through the Safer Essex Partnership will help to ensure the delivery of the Essex Crime and Disorder Reduction Strategy.

What are we doing to impact on this?

New strategy in development

5.3 The Essex Crime and Disorder Reduction Strategy (2012-2017), sets out how the Safer Essex Partnership will work to tackle domestic abuse, serious acquisitive crime, and anti-social behaviour via public and private agencies in Essex maximising opportunities to design-out crime. Actions include drug and alcohol interventions, reducing incidents of repeat offending and supporting victims of crime. This strategy and operational plans are being finalised.

Progress in work to combat re-offending and Community Budget pilot

5.4 Re-offending is a significant component of the crime rate (in any area), with 40-50% of crime being committed by people who are already within the Criminal Justice System. The Integrated Offender Management Scheme, launched on 1st April 2012 across Essex, aims to link information held by each agency with a view to reducing re-offending.

5.5 A Community Budget (2012) pilot project is investigating ways to engage all partners and stakeholders to help drive whole-system re-design that will reduce costs and improve outcomes for re-offending, domestic abuse, community empowerment and acquisitive crime.

Outcome 2: Encouraging Essex residents to influence decisions and shape their communities

Where have we come from and where are we now?

Lower interest in getting involved in local decision making

5.6 Interest in getting more involved in local decision making is lower now than in previous years. Based on the 2012 Essex Residents Survey, a quarter of Essex residents (26%) would like to be more involved in local decision making (down from 32% in 2009), although most (65%) say they would only get involved depending on the issue. However, there is greater interest in helping to improve the local community with nearly half (45%) of residents in Essex saying they would be interested in getting more involved in helping to improve their local community.

Quarter of Essex residents given unpaid help

5.7 ECC promotes volunteering by giving every member of staff the opportunity to take two days paid volunteering leave each year and January 2012 also saw the formal launch of 'Good For Essex', a new website aimed at promoting volunteering opportunities and community action across the county. Based on the 2012 Essex Residents Survey, in the last 12 months, a quarter of

residents (25%) have given unpaid help to a group, club or organisation at least once a month.

Where do we need to be and what are the risks to achieving this?

Low interest in getting involved to help the community could impact 5.8 Essex will seek to further engage with residents to encourage both involvement in decision making and opportunities for improvement within local communities. However, we know from previous research that it is only those who report that they are ‘very’ interested in getting more involved to help their local community who will convert into action – and current levels of interest are low, at just 6% (based on 2012 Essex Residents Survey).

What are we doing to impact on this?

Development of Local Highways Panels 5.9 From 2012/13 the capital budget for congestion lies with the newly developed Local Highways Panels (LHP) (made up of District and County Members). The LHP will be the decision making body for congestion related transport schemes, ensuring that local communities have a greater say in future transport infrastructure development.

Continued support for volunteering 5.10 We will continue to promote and support volunteering as part of our projects and initiatives whenever possible. Our Olympic volunteering programme - Essex Ambassadors - will see Essex volunteers directly contribute to the success of the Games across the County (with 300 volunteers already recruited). Our Schools Children and Families Directorate will continue to promote voluntary involvement in the work of our schools.

Review of Public Engagement Strategy 5.11 A wide range of public engagement related activity is already underway to better engage with and inform residents. This includes a review of our Public Engagement Strategy with a clear focus on efficiently securing opinion data to support commissioning and a recommendation to engage service users at the time of service transactions; a task and finish group, as part of the Shadow Health and Wellbeing Board, focused on public engagement; the Good For Essex campaign, based on getting people engaged with volunteering/Big Society action; and a reform of the Adult Social Care planning and service User groups.

Outcome 3: Helping communities play a greater role in challenging local services

Where have we come from and where are we now?

Introduction of Locality Boards and Healthwatch is the focus here 5.12 The key activity to support the delivery of this outcome is the establishment of Locality Boards and Healthwatch. Following consultation in 2011 Locality Boards have been introduced to involve communities in decisions impacting on them – currently 4 Boards exist.

5.13 Healthwatch is being introduced to enable residents to feedback on health and social care needs, and to provide advice and advocacy services. HealthWatch is due to replace the Local Involvement Networks in April 2013, at which time the Health and Well-being Board will be formally established. Work has also begun on the development of a joint Health and Well-being Strategy, which will be overseen by this Board, due for completion by September 012.

Where do we need to be and what are the key risks to achieving this?

Further work required to raise awareness of health changes 5.14 Work to enable local residents to have a greater influence in decisions about health and social care services is still in the early stages, however the 2012 Essex Residents Survey shows a baseline position of three-quarters of residents (74%) not feeling well informed about proposed changes to the health services, with only one in seven (15%) saying that they feel well informed.

What are we doing to impact on this?

Excellent progress being made in the creation of HealthWatch 5.15 Essex is a Department of Health ‘Pathfinder’ for Local HealthWatch, and has made excellent progress in developing local arrangements in advance of the formal creation of HealthWatch Essex in April 2013. This includes ‘outreach’ arrangements for the inclusion and involvement of local voluntary and community groups as well as patients, service users, and individuals drawn from across Essex communities.