



Essex County Council

Summons

To all Members of Essex County Council

You are hereby summoned to attend the meeting of the County Council to be held as shown below to deal with the business set out in the Agenda.

10:00	Tuesday, 12 October 2021	Council Chamber, County Hall, Chelmsford, CM1 1QH
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Gavin Jones
Chief Executive

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Prayers The meeting will be preceded by Prayers led by The Right Reverend Hugh Allan O. Praem, the Titular Abbot of Beeleigh and Chaplain to the Chairman of Essex County Council.

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Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972. If there is exempted business, it will be clearly marked as an Exempt Item on the agenda and members of the public and any representatives of the media will be asked to leave the meeting room for that item.

The agenda is available on the [Essex County Council website](#) and by then following the links from [Running the Council](#) or you can go directly to the [Meetings Calendar](#) to see what is happening this month.

Attendance at meetings

Most meetings are held at County Hall, Chelmsford, CM1 1LX. [A map and directions to County Hall can be found on our website.](#)

Access to the meeting and reasonable adjustments

County Hall is accessible via ramped access to the building for people with physical disabilities. The Council Chamber and Committee Rooms are accessible by lift and are located on the first and second floors of County Hall.

Induction loop facilities are available in most Meeting Rooms. Specialist headsets are available from Reception.

This meeting will be live streamed to the [ECC Democracy YouTube Channel](#) and via audio broadcast [here](#). The public are entitled to be admitted to the meeting but as space for the public is extremely limited due to COVID secure requirements it is likely that the members of the public will only get a limited view of proceedings and would get a better view by watching on YouTube.

Members of the public who wish to attend are asked to email full.council@essex.gov.uk in advance so that we can reserve a seat, as numbers are limited. Members of the public who do not reserve a seat will be admitted to the meeting if there are spare seats available.

With sufficient notice, documents can be made available in alternative formats, for further information about this or about the meeting in general please contact the named officer on the agenda pack or email democratic.services@essex.gov.uk

Audio recording of meetings

Please note that in the interests of improving access to the Council's meetings, a sound recording is made of the public parts of many of the Council's Committees. The Chairman will make an announcement at the start of the meeting if it is being recorded.

If you are unable to attend and wish to see if the recording is available, you can find out by checking the [Calendar of Meetings](#) any time after the meeting starts. Any audio available can be accessed via the 'On air now!' box in the centre of the page, or the links immediately below it.

Should you wish to record the meeting, please contact the officer shown on the agenda front page.

Minutes of the meeting of the Full Council, held at Chelmsford Sport and Athletics Centre on Tuesday, 13 July 2021

Present: Chairman: Councillor E C Johnson
Vice-Chairman: Councillor J M Reeves

B Aspinell	R J Gooding	R Playle
T Ball	I Grundy	C Pond
L Barber	C Guglielmi	S Robinson
S Barker	M Hardware	P Schwier
K Bentley	D Harris	L Scordis
A Brown	A M Hedley	L Scott
M Buckley	I Henderson	A Sheldon
G Butland	J Henry	C Siddall
C Cannell	J G Jowers	M Skeels
M Cory	S Kane	K Smith
S Crow	D King	C Souter
T Cunningham	D Land	J Spence
J Deakin	S Lissimore	W Stamp
M Durham	D Louis	M Steel
B Egan	M Mackrory	M Steptoe
J Fleming	B Massey	P Thorogood
M Foley	A McGurran	M Vance
P Gadd	J McIvor	L Wagland
M Garnett	L McKinlay	C Whitbread
A Goggin	A McQuiggan	H Whitbread
M Goldman	M Platt	A Wiles

Broadcasting

The Chairman, Councillor Johnson expressed his thanks to the staff of the Chelmsford Sport and Athletics Centre and Chelmsford City Council and Marks Tey Radio for their support in making today's meeting possible. He also reminded those present to maintain social distancing and that the meeting would be recorded and broadcast live over the internet.

The broadcast may be found as a [video on YouTube](#) or as an [audio recording on the ECC website](#).

Prayers

The meeting was preceded by prayers led by Councillor John Spence, a lay Canon in the Church of England.

Councillor Johnson formally opened the meeting.

1. Apologies for Absence

Apologies for absence were received on behalf of Councillors Blackwell, Bowers-Flint, Honeywood, Hoy, Lumley, Mackenzie, May, Moore, Shaw, and Stephenson.

It was noted that some members were unable to be present due to the requirement to self-isolate during the current Coronavirus pandemic.

2. Declarations of Interest

There were no declarations of interest.

3. Confirmation of the minutes of the meeting held on 25 May 2021

Resolved:

That the minutes of the ordinary meeting held on 25 May 2021 be approved as a correct record and signed by the Chairman.

4. Public Speakers

Mr Philip Robinson, a resident of Elmstead Market asked a question concerning the impact of the proposed Garden Community upon Turnip Lodge Lane. His submitted question was:

‘Turnip Lodge Lane is an historic, beautifully peaceful single-track lane enjoyed by many walkers, cyclists and horse riders. It is also a Protected Lane of high regional importance due to its historic integrity and aesthetic value. The proposed Link Road will cut right across this Lane and, it will run close alongside the Lane for the entire length of its protected portion. This results in the Lane and its setting being severely damaged for all users and for all time.

As a Non-Designated Heritage Asset, ECC is obliged (by the National Planning Policy Framework as well as local policies) to fully assess the

impact of the new Road on the Lane and further to avoid/minimise that impact on both the Lane and its setting.

In my view, the current assessment undertaken in the Planning Application is not adequate as:

- There are no impact minimisation actions presented in the documentation set.
- The landscape impact of the Road upon the Lane has only been fully assessed at a single point along its entire c.500 metre length. This view screens the Road to some extent via an existing hedgerow, which is not the case along all the Lane. 50m away from this point there is a significant stretch with no hedgerow protection at all.
- In my view there are several potential minor adjustments to the current Road design that could result in a noticeable reduction in the impact of the Road on the Lane.
- There are no additional bush/tree screening measures on this section of the Road.

In addition, the proposed Garden Community has placed high importance in celebrating its historical assets with its policy to protect and enhance its historic features. It would seem a fundamental error to not fully analyse and minimise the impact on its only Protected Lane from the very first construction project within its boundaries.

I know that ECC will want to preserve every heritage gem, and its setting, and I appeal to you to look closely at this Road Application to see for yourselves if enough has been done. The road designers may have produced a good design that minimizes the cost and construction time, but I urge you to check whether more needs to be done to better preserve this Lane and its setting and ask you to review the decision in the light of the environmental impact on the historic environment.

Furthermore, if you want any further justification, I respectfully invite you to visit Turnip Lodge Lane for yourselves before its partial destruction and its entire setting is sanctioned to be lost for all time.'

Councillor Wagland, Cabinet Member for Economic Renewal, Infrastructure and Planning responded:

'Thank you, Mr Robinson. I acknowledge your concerns regarding this proposal and appreciate the time you have taken to travel here today to ask your question.

I understand that you met with officers from our Project Team last Wednesday to discuss this issue and I trust that you found this useful. As discussed during your meeting, when considering projects of this nature the Council always has to strike a balance between many competing factors.

The question of the design and location of the link road is a subject of a planning application which will in due course be considered by the Development and Regulatory Committee. Your comments have been passed to the County Planning Authority and due account will be taken of the comments when the planning application is decided. The Committee will decide, within the parameters of planning law, whether or not the application strikes the right balance.'

Post-meeting note: The question asked by Mr Robinson at the meeting varied slightly from that he had submitted as he had more recently met with the Link Road Team. The exact wording he used and those of Councillor Wagland may be found as a [video on YouTube](#) or as an [audio recording on the ECC website](#).

5. Chairman's Announcements and Communications

Queen's Birthday Honours

The Chairman noted that sixteen residents of Essex had received awards in the Queen's Birthday Honours. He congratulated those who had been awarded an honour and thanked them on behalf of the council for the contributions they had all made.

Award

The Chairman advised members that the council's Visit Essex Team had won an award and he invited Councillor Butland, the Cabinet Member for Devolution, Art, Heritage and Culture to say a few words about it.

Councillor Butland said that the council's Visit Essex Team had won a prestigious award from the Public Relations and Communications Association that is the world's largest professional PR body. The team won the award for the campaign 'Challenging the Essex Stereotype'. He thanked Councillors Ball and Durham and the Visit Essex Ambassadors, and he hoped that as we emerged from lock-down we would all see the positive outcomes from their work to enable venues to open safely.

Corporate Parenting Pledge

The Chairman was certain that all members would be aware of how important the role was of being a Corporate Parent. He invited Councillor Egan, the Cabinet Member for Children's Services and Early Years to speak about the Corporate Parenting Pledge and available training.

Councillor Egan noted that when a child entered care in Essex each member took a corporate responsibility for them. She said that each member would be contacting shortly to attend a briefing on the responsibilities of corporate parenting and then be invited to sign the Corporate Parenting Pledge.

6. Receipt of petitions and deputations

The Chairman noted that he had not been advised that any member wished to present a petition.

7. Executive Statement

The Chairman advised members that he had been informed that Councillor Bentley, the Leader of the Council did not wish to make an Executive Statement.

8. Motions**1. Creation of a free Essex-wide parking permit scheme for carers on duty**

Declaration of Interest: Councillor Lissimore declared a Code Interest as her daughter was a carer.

It was moved by Councillor Smith and seconded by Councillor Pond that:

‘Council calls upon the Cabinet to create an Essex-wide on-street parking permit scheme for the exclusive use for carers, healthcare assistants and associated volunteers who visit patients/residents living in controlled parking zones and similar to provide caring services, so as to create a single permit system for the whole county, to be issued gratis. Council asks the cabinet member to negotiate, if possible, similar reciprocal arrangements with neighbouring authorities, so as to facilitate provision of care in border areas.’

It was moved by Councillor Scott and seconded by Councillor Lissimore that the motion be amended to read as follows:

‘Council calls upon the Cabinet to consider an Essex-wide on-street parking permit scheme for the exclusive use for carers, healthcare assistants and associated volunteers who visit patients/residents living in controlled parking zones and similar to provide caring services, so as to create a single permit system for the whole county. Council also asks the cabinet member to consider, if possible, similar reciprocal arrangements with neighbouring authorities, so as to facilitate provision of care in border areas.’

With the approval of Council, Councillor Smith and Councillor Pond accepted the amendment moved by Councillor Scott and seconded by Councillor Lissimore and so it became the substantive motion.

Having been put to the meeting the motion was **carried**.

2. Changing the culture of Sexual Harassment towards girls and women

It was moved by Councillor Cory and seconded by Councillor Goldman that:

‘This Council recognises the saddening state of affairs outlined by the Ofsted report on 10 June 2021 stating: “culture change needed to tackle ‘normalised’ sexual harassment in schools and colleges”.

Ofsted’s inspectors visited 32 state and private schools and colleges and spoke to more than 900 children and young people about the prevalence of sexual harassment in their lives and the lives of their peers. The review found that sexual harassment, including online sexual abuse, has become ‘normalised’ for children and young people.

Around 9 in 10 of the girls spoken to said that sexist name calling and being sent unwanted explicit pictures or videos happened ‘a lot’ or ‘sometimes’. Inspectors were also told that boys talk about whose ‘nudes’ they have and share them among themselves like a ‘collection game’, typically on platforms like WhatsApp or Snapchat.

The review recommends that school and college leaders act on the assumption that sexual harassment is affecting their pupils and take a whole-school approach to addressing these issues, creating a culture where sexual harassment is not tolerated.

Furthermore, Ofsted explain that it was clear that effective joint working between Local Safeguarding Partnerships (LSPs) and all schools and colleges was not happening consistently. The report makes recommendations for schools, colleges, local and central government to implement.

This Council therefore calls upon Cabinet, with the support of all councillors, to:

1. Publicly acknowledge and respond to the content and recommendations in the Ofsted report on Sexual Harassment in schools and colleges.
2. Create a working group of Councillors and experts to conduct further research into the Essex experience and understand the wider causes and determinants of this culture of sexual harassment.
3. Take a lead across educational establishments in Essex to improve engagement between multi-agency safeguarding partners, ensuring effective joint working occurs between Local Safeguarding Partnerships.
4. Share resources, training and guidance for school and college leaders, ensuring that relationships, sex, and health education (RSHE) is provided and is of a consistently high standard across every school and college in Essex.
5. Share developing government guidance about sexual harassment and online abuse to help change attitudes, including advice for parents and carers.

6. Communicate support for women and girls across Essex, primarily by removing the blame upon women and acknowledging the need to change the education, culture and attitudes of boys and men towards women.

Link to the Ofsted Report on Sexual Harassment in Schools and Colleges, including recommendations: <https://www.gov.uk/government/news/ofsted-culture-change-needed-to-tackle-normalised-sexual-harassment-in-schools-and-colleges>

It was moved by Councillor McKinlay and seconded by Councillor Ball that the motion be amended to read as follows:

‘This Council recognises the saddening state of affairs outlined by the Ofsted report on 10th June 2021 stating: “culture change needed to tackle ‘normalised’ sexual harassment in schools and colleges”.

Ofsted’s inspectors visited 32 state and private schools and colleges and spoke to more than 900 children and young people about the prevalence of sexual harassment in their lives and the lives of their peers. The review found that sexual harassment, including online sexual abuse, has become ‘normalised’ for children and young people and that Education leaders that were spoken to, also highlighted the problems that easy access to pornography had created and how pornography had set unhealthy expectations of sexual relationships and shaped children and young people’s perceptions of women and girls.

The review recommends that school and college leaders act on the assumption that sexual harassment is affecting their pupils and take a whole-school approach to addressing these issues, creating a culture where sexual harassment is not tolerated.

Furthermore, Ofsted explain that it was clear that effective joint working between Local Safeguarding Partnerships (LSPs) and all schools and colleges was not happening consistently. The report makes recommendations for schools, colleges, local and central government to implement.

This Council acknowledges that this is a societal issue where we all have a role to play in resolving; and the considerable action already being taken in Essex, which includes:

1. The work already done by Cllr McKinlay and the Safety Advisory Group, including research and engagement activities to develop a fuller understanding of the experiences of women and girls in Essex and how we can work with our partners to produce meaningful action. This includes a survey through the resident’s panel, a literature review of national evidence/best practice, engaging with the Young Essex Assembly, analysis of testimonials on national/local websites (such as Everyone’s Invited), focus groups.

2. The continuing work of the Local Safeguarding Partnership in Essex, where there is clear evidence of a strong multiagency partnership.
3. The work that is already happening in schools and colleges to ensure that Relationships, Sex, and Health Education (RSHE) is delivered to a consistently high standard across every school and college in Essex, including:
 - Termly safeguarding forums, to which all settings are invited – these are well attended by a range of settings.
 - Regular safeguarding briefings, sent to all settings, with key information and updates.
 - Training from the Education Safeguarding Team on Harmful Sexualised Behaviour took place on 10th June – over 150 school leaders / safeguarding leads.
4. The work of the Essex Child and Family Wellbeing services, family hubs, parent forums and other partners to develop a ‘whole society’ approach to this in Essex.

This Council therefore calls upon:

1. The Chairman of the SAG presents to the *People and Families Policy and Scrutiny* Committee outlining the approach to the work and presents back a draft report and set of recommendations on the expenditure of the £500,000.
2. The Cabinet to continue to take a lead across educational establishments in Essex to improve engagement between multi-agency safeguarding partners, ensuring effective joint working occurs between Local Safeguarding Partnerships.
3. The Government to implement the Age verification for legal pornography sites which was introduced under part 3 of the Digital Economy Act in 2017, by the end of the year.

Link to the Ofsted Report on Sexual Harassment in Schools and Colleges, including recommendations: <https://www.gov.uk/government/news/ofsted-culture-change-needed-to-tackle-normalised-sexual-harassment-in-schools-and-colleges>

Ten Members having stood in their places, the amendment to the motion was put to a named vote and was **carried** by 44 votes for, 19 against and 2 abstentions.

Those Members voting for the amendment to the motion were:

T Ball

C Guglielmi

P Schwier

L Barber	M Hardware	L Scott
S Barker	A M Hedley	A Sheldon
K Bentley	J Henry	C Siddall
M Buckley	J G Jowers	M Skeels
G Butland	S Kane	C Souter
S Crow	D Land	J Spence
T Cunningham	S Lissimore	M Steel
M Durham	D Louis	M Steptoe
B Egan	B Massey	M Vance
J Fleming	J McIvor	L Wagland
M Garnett	L McKinlay	C Whitbread
A Goggin	A McQuiggan	H Whitbread
R J Gooding	M Platt	A Wiles
I Grundy	R Playle	

Those members voting against the amendment to the motion were:

B Aspinell	M Goldman	C Pond
A Brown	D Harris	S Robinson
C Cannell	I Henderson	L Scordis
M Cory	D King	K Smith
J Deakin	M Mackrory	W Stamp
M Foley	A McGurran	P Thorogood
P Gadd		

Councillors Johnson and Reeves abstained.

The substantive motion was put to the vote and was **carried**.

3. Levelling up in Essex

It was moved by Councillor Guglielmi and seconded by Councillor Sheldon that:

‘The Government and Essex County Council have already done a huge amount to protect Essex residents, businesses and jobs during this tragic pandemic.

This Council therefore welcomes the Government’s commitment to levelling up, to ensure that no community is left behind, particularly as we recover from the COVID-19 pandemic.

This Council also:

- Acknowledges the work already being progressed with our partners, via the Essex Partnership Board, to develop plans across the County and to reflect the needs of various cohorts.
- Notes that there are complex matters in Essex, related to levelling up and that our focus needs to be on; the root causes, a drive to raise aspiration and a self - expectation for people to fulfil their potential and ambition, thereby removing the constraints of being reliant on the state.

This Council therefore calls on the Government, to work with us and support our initiatives to promote and drive forward “Levelling Up” in Essex.’

Having been put to the meeting the motion was **carried**.

9. Adjournment

With the agreement of Council, the Chairman adjourned the meeting for luncheon at 13:14. The meeting reconvened at 13:45.

10. Organisation Strategy

It having been moved by the Leader, Councillor Bentley and seconded by the Deputy Leader, Councillor McKinlay, it was

Resolved

That Council agree the draft Organisation Strategy as the basis for further engagement with key partners across the county and agree that following that period of engagement a recommended final draft will be brought back for adoption at Full Council in October.

11. Audit, Governance and Standards Annual Report

It having been moved by Councillor Hedley and seconded by Councillor Platt, it was

Resolved

That the Annual Report of the Audit, Governance and Standards Committee for 2020/21 be received.

12. Pension Fund Annual Report

It having been moved by Councillor Barker and seconded by Councillor Goggin, it was

Resolved

That the report be noted.

13. The Leader's Report of Cabinet Issues

At the invitation of the Chairman, Councillor Bentley, the Leader of the Council, presented the report and it having been moved by Councillor Bentley and seconded by Councillor McKinlay it was

Resolved

To receive the minutes of the Cabinet meetings held on 8 June and 22 June 2021.

14. Council Issues

At the invitation of the Chairman, Councillor Bentley, the Leader of the Council, presented the report as amended by the Order Paper and it having been moved by Councillor Bentley and seconded by Councillor McKinlay it was

Resolved

1. That 'Executive Director, Finance and Technology' be replaced with 'Executive Director, Corporate Services' wherever it appears in the constitution.
2. That 'Director, Organisational Development and People' be replaced with 'Executive Director, People and Transformation' anywhere it appears.
3. That paragraph 15.3.2 of the constitution (delegations to the Executive Director, Corporate and Customer Services be deleted) and the remainder of paragraph 15.3 be renumbered accordingly.
4. That new items be added to the delegations for the Executive Director, Corporate Services:
 - (ix) To be the Proper Officer under Section 115 of the Local Government Act 1972.
 - (x) To be responsible for:
 - a. Democracy Team
 - b. Emergency Planning and Resilience
 - c. Health and Safety
 - d. Legal Services
 - e. Information Governance

- (xi) To be responsible for the Council's Democratic, Governance and Assurance framework, including democratic support, scrutiny, performance, audit, risk, health and safety, business continuity and insurance and its powers to prevent and detect fraud.
 - (xii) To act as a Deputy in respect of the management of the finance and property of an individual lacking capacity in accordance with the Mental Capacity Act 2005.
 - (xiii) To authorise the making and issue of any formal documents and to authenticate documents on behalf of the Council.
5. To add the following to the delegations of the Executive Director, Place and Public Health (15.3.4):
- (xiv) To exercise the Council's functions relating to
 - (a) Registration of Births, Deaths and Marriages
 - (b) the Coroner Service
6. To add the following to the delegations to the Chief Executive (viii) To exercise the Council's functions relating to publication of material and relations with the press.

15. Written Questions

The published answers to the 7 written questions submitted in accordance with Standing Order 16.12.1 were noted.

Members sought points of clarification from the relevant Cabinet Members, the details of which are available as a [video on YouTube](#) or as an [audio recording on the ECC website](#).

The written questions and answers were:

1. By Councillor Henderson of the Cabinet Member for Highways Maintenance and Sustainable Transport

'Can the Portfolio Holder provide details with reference to routine inspection and maintenance of the highway drainage system within the following areas/streets in Harwich.

Bathside – Harwich

Maria Street

Talbot Street

Canning Street

Vansittart Street

Albert Street

Stour Road

Albemarle Street

Pepys Street

Coke Street

Dovercourt - Harwich

East Street
Victoria Street

When were these Roads/Streets last checked and how many times during a 12-month period are they checked?’

Reply

‘Thank you for your question. Please find below the details to your question. For ease of reference these have been included in a table which details the last time the areas listed were inspected, the inspection type and the frequency.

Location	Inspection type	Inspection frequency	Inspection Due	Date of last inspection
Bathside Harwich (confirmed as Bathside Garage/Bay/Park on Stour Road, Harwich)	Walked	Annual	February	18/02/2021
Maria Street	Walked	Annual	February	04/02/2021
Talbot Street	Walked	Annual	February	15/02/2021
Canning Street	Walked	Annual	February	18/02/2021
Vansittart Street	Walked	Annual	February	05/02/2021
Albert Street	Walked	Annual	February	17/02/2021
Stour Road	Walked	Annual	February	18/02/2021
Albemarle Street	Walked	Annual	February	02/02/2021
Pepys Street	Walked	Annual	February	04/02/2021
Coke Street	Walked	Annual	February	04/02/2021
Dovercourt - Harwich - 5 sections:				
Dovercourt Bypass Stage 2 Service Road Harwich	Walked	Annual	February	18/02/2021
Dovercourt Bypass Stage 2	Driven*	Monthly	June	01/06/2021
Dovercourt Bypass (1)	N/A	N/A	N/A	N/A
Dovercourt Bypass (2)	N/A	N/A	N/A	N/A
Dovercourt Roundabout	Driven*	Monthly	June	01/06/2021
East Street	Walked	Annual	March	16/03/2021
Victoria Street	Walked	Annual	March	16/03/2021

*Driven: Walked and Driven inspections are the full width of the Highway of all assets. Currently all Driven inspections are noted as Reduced Inspections as they are undertaken by a lone driver for CAT1 defects only. Reduced Inspection can also be used if there is an issue on site restricting an inspection. (Utility works, parked vehicles etc).

Dovercourt Bypass (1) and (2) are both the responsibility of Highways England.’

2. By Councillor Harris of the Cabinet Member for Highways Maintenance and Sustainable Transport

‘There has been a massive repeating of flooding in parts of my division over past year or two. Drains seem to be unseen and forgotten about.

Notably in my area the hotspots for flooding are:

- 1) Berechurch Hall road, which floods regularly by a bus stop soaking those who wait for a bus,
- 2) Mersea Road near the Colchester cemetery wall (which is very old and affected by the water splashed onto it by cars),
- 3) School Road, Monkwick which is a route to school for many secondary, junior and infant age groups,
- 4) Gloucester Avenue and parts of Rayner Road in Shrub End,
- 5) Parts of Monkwick estate such as Moy Road, and Queen Elizabeth Way.

Can the portfolio holder confirm whether there is regular jetting and clearing of the drains on a maintenance schedule, or is it a reactionary service just responding to call outs?

Is it also possible to add sites for future investment in these areas?’

Reply

‘Thank you for your question. Essex County Council has lead local responsibility for reducing the risk of flooding from surface water, groundwater and ordinary watercourses and to work closely with other organisations under the Flood and Water Management Act 2010. The County Council has two key teams with responsibility for dealing with flooding. ECC’s Flood and Water Management Team are responsible for identifying broader flood risks, developing strategies for mitigating them and working with various partners, such as the Environment Agency, utility suppliers, landowners, developers and third-sector organisations to reduce potential and actual flooding. Day-to-day flooding, on the highways that Essex County Council are responsible for, is generally managed by Essex Highways, using gully cleaning teams and/or our Surface Water Alleviation Scheme (SWAS) process.

I appreciate that with ever more severe weather events, flooding is an issue that will increase which is why we have the flooding team now within the Highways Maintenance and Sustainable Transport Portfolio and we will be investing in how we better manage floods and flooding across Essex. With regards to your question around regular jetting and clearing of drains I can confirm that there is one in place. For the maintenance of gullies, the service operates a risk-based approach to cleansing on our priority road network. This is based on analysis of the volume of detritus collected from each gully over several years. A more traditional cyclical based approach is applied to the local roads and this will continue until sufficient data is

available to extend the risk-based approach into local roads. At present we cleanse in the region of 1/3 of our gullies across the county each year.

In addition to this, the service employs three high pressure jetting units across the county all year to help prevent or relieve flooding on the network. This defect-led work can come from a range of places including gully crew reports, inspections, ad-hoc reports, weather related incidents and enquiries. It is also worthwhile noting that many of the highways systems drain or flow into systems or ditches that are managed by other agencies who would have their own separate maintenance regimes.'

3. By Councillor Harris of the Cabinet Member for Education Excellence, Skills and Training

'Would the portfolio holder for schools be able to review the Colchester Schools places survey, and adjust future provision places? I see many families who cannot get into local schools in South Colchester. (An example of a family in South Colchester being told the only place they could offer was Brightlingsea. Not a very "green" way with a journey for mum each day back and forth.)'

Reply

'Essex County Council has a Ten-Year Plan for school places which is updated annually using the latest information on school capacities, local demand, and new housing. Colchester has seen significant school expansion over recent years to ensure sufficiency of school places. The south of the town has seen recent expansion at Philip Morant School and the opening of Paxman Academy, which between them added 1200 secondary school places into the system. At a primary level, that part of town has seen the expansion of St Michael's Primary, St John's Green Primary, and Monkwick Infant and Junior schools, which combined added 840 primary school places into the system. Capacity and demand is monitored carefully, and if there is a need for additional school places in Colchester or anywhere else in the county then our plans for school places will be updated accordingly.

If you can provide specific details around the cases that you refer to in your question, I would be happy to investigate and provide a written response to you.'

4. By Councillor Thorogood of the Chairman of the Development and Regulation Committee

'Local communities believe the Rivenhall Airfield Waste Site represents a clear example of planning creep.

Essex County Council previously stated it would take legal advice as to whether or not waste management company Indaver could start construction without sticking to the original planning permission gained by Gent Fairhead in 2010 and re-issued by ECC as a variation in 2016 where it was stated they were at RIBA stage D detailed design (as yet unseen). The planning consent sets out that the facility should be "integrated" to include recycling, anaerobic bio digestion (the processing of food waste), composting and crucially, a paper pulping facility that ensures the site complies with a Combined Heat and Power (CHP) status using heat and electricity from the on-site waste incinerator.

The former project company, which still has a stake in part of the site, has recently stated that the paper recycling unit is "commercially not viable" and will not be built. Indaver recently told the site liaison group that by 2025 it will not commit to build anything other than the waste incinerator and the overall shell of the building. The incinerator would be capable of burning nearly 600,000 tonnes of waste per annum and at capacity would emit approx. the same tonnage of CO2 per year. No recycling, food or compost waste processing and no paper pulping are set to be developed before 2025 at the earliest, and if at all.

The former project company promised an apple, but the current developer is now apparently proposing to deliver a pear.

So has Essex County Council sought advice on how construction can start when it is now known it will not be in accordance with the approved planning consent, and if so, what was that legal advice?'

Reply

'The Rivenhall Integrated Waste Management Facility is a proposal that has planning permission and was implemented in 2016. It is understood that the development is now progressing with initial ground works taking place in relation to the access and site.

Whether or not the development proceeds in accordance with the planning permission remains to be seen. I have asked officers to make sure any future planning applications that may be received are reported to the Development and Regulation Committee for determination.

At this stage the Waste Planning Authority has informed me that legal advice is continuing to be taken to determine the approach the Waste Planning Authority should take. I have asked that any reports that are presented to the committee in the future take into account

any advice received as well as any information the Committee needs to be made aware of for any breaches of planning control.'

5. By Councillor Thorogood of the Chairman of the Development and Regulation Committee

'The original application for the Rivenhall Airfield Waste Site was "called in" by the Secretary of State and consent was granted in 2010 following a planning inquiry.

The consent was reissued by ECC based on a "variation" of the plans in 2016. One of the conditions imposed on the building of the waste site has now expired. Condition 66 stated that the developer had 5 years from the legal start (March 2nd 2016) for the Integrated Waste Management Facility (IWMF) to deliver a benefit to the community. If this was exceeded then the developer had six months to provide an agreed plan of works, and if this was not provided, they had six months to restore the site. It is now over eleven years since the original consent was given and yet nothing has been built. As the developer is now only proposing to build a waste incinerator, the public benefit argument is flawed.

What is Essex County Council going to do regarding this situation and should the authority require a fresh and complete new planning application?'

Reply

Please see the answer to Question 4.

6. By Councillor Scordis of the Cabinet Member for Highways Maintenance and Sustainable Transport

'With the focus on safer, greener, healthier and active travel, something I very much back, would Highways be able to re-evaluate how often they cut back PROWs and public footpaths that regularly overgrow to help us achieve our aims on active travel?'

Reply

'Thank you for your question. County Council revenue budgets are currently under pressure and therefore there are no additional cutting programmes planned for PROW at present. However, we have a very successful Public Paths Partnership arrangement whereby local volunteering groups can be supported to undertake local cutting work to support the use of their local PROW. Please direct enquirers to our Essex Highways website.

<https://www.essexhighways.org/getting-around/public-rights-of-way/volunteering>

I should also add that we are increasingly asked by members to reduce the cutting that we undertake to allow wildflowers and wildlife to grow and so it is very difficult to find a solution which pleases everyone, but it is something that I can keep under review as we continue to develop our Local Cycling and Walking Infrastructure Plans. If there is a specific location that you would like us to look at in more detail, please provide it to me and I will look into this.'

7. By Councillor Scordis of the Cabinet Member for Highways Maintenance and Sustainable Transport

'On Queen Street, Colchester, a pedestrian crossing has been turned off for the last year opposite the old bus station. This means that older residents more reliant on the bus can no longer cross safely to get the bus. As we wish to get more people out of cars, can we look at turning on these traffic lights again please?'

Reply

'Thank you for your question. I assume you refer to the pedestrian crossing located at the old bus station entrance in Queen Street, Colchester which was decommissioned in 2012?'

We have no plans at present to reactivate this crossing, given that there are two other pedestrian crossings within a relatively short distance on the same street. We will however consider the case with any new development proposed in this location so as to take the needs of road users and pedestrians into account.

For a pedestrian crossing to be reinstated it would require the re-establishment of the traffic signals at the junction and it would not be feasible to only reinstate the crossing without a complete redesign and revised installation of equipment and road markings.'

16. Oral Questions of the Leader, Cabinet Member, a chairman of a committee or the representative of the Essex Police, Fire and Crime Panel.

The questions and answers given are available as a [video on YouTube](#) or as an [audio recording on the ECC website](#).

The questions asked were:

Question asked by	Asked to	Subject
Cllr McQuiggan	Deputy Leader	Summer camps events offer for summer 2021
Cllr Pond	Cabinet Member for Waste Reduction and Recycling	Recycling levels in Essex
Cllr Holly Whitbread	Cabinet Member for Adult Social Care and Health	Care Technology
Cllr Stamp	Leader of the Council	Future size of the highways budget
Cllr McIvor	Cabinet Member for Highways Maintenance and Sustainable Transport	Damage to street furniture
Cllr Cory	Cabinet Member for Highways Maintenance and Sustainable Transport	Suggestion of member development group for highway maintenance.
Cllr Cory	Cabinet Member for Economic Renewal, Infrastructure and Planning	Request for meeting with respect to A120 link road planning application.
Cllr King	Cabinet Member for Highways Maintenance and Sustainable Transport	Sharing of investment plans with members and the public.
Cllr King	Cabinet Member for Highways Maintenance and Sustainable Transport	Request to visit Mill Road and other areas of his division where there are concerns about congestion near schools.
Cllr Playle	Leader of the Council	Will the work of the organisational strategy be done in partnership.
Cllr Scordis	Leader of the Council	Condemnation of racism towards England football team.
Cllr Foley	Cabinet Member for Highways Maintenance and Sustainable Transport	Flash flooding in the Thaxted area.
Cllr Goldman	Cabinet Member for Highways Maintenance and Sustainable Transport	Priority for pothole repair.
Cllr Mackrory	Cabinet Member for Highways Maintenance and Sustainable Transport	Shortage of highways engineers.
Cllr Mackrory	Cabinet Member for Highways Maintenance and Sustainable Transport	Potholes in Chelmsford

17. Closure of Meeting

The Chairman, Councillor Johnson, closed the meeting. He thanked the officers of the council who had made the meeting possible and reminded all members to maintain social distancing as they left the premises.

A recording of the Chairman's closing remarks and of the entire meeting is available on the ECC website via [the audio recording of the meeting](#) and as a [video on YouTube](#).

The meeting closed at 15:30

Chairman

Agenda item 7

Report title: Everyone's Essex – Our Plan for Levelling Up the County: 2021-25	
Report to: Council	
Report author: Councillor Kevin Bentley, Leader of the Council	
Date: 12 October 2021	For: Discussion
Enquiries to: Gavin Jones, Chief Executive - email gavin.jones@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 To ask Council to adopt Everyone's Essex – Our Plan for Levelling Up the County as our new organisation strategy for the period 2021-25.

2. Recommendations

- 2.1 Agree that Everyone's Essex be adopted in the form as outlined in Appendix 1 to this report.
- 2.2. Agree that the strategic aims in the Organisational Plan 2021-22 are superseded by the aims set out in Everyone's Essex and no longer have effect but that the areas of focus continue to have effect.

3. About Everyone's Essex and the Journey we have been on

- 3.1 In general the Council publishes a new strategy after each ordinary election to the County Council. This sets out the priorities of the newly elected administration for their four-year term of office. The purpose of the strategy is to:
- Set out clear strategic priorities upon which the organisation will collectively focus
 - Set out in high level terms what we will do to deliver those priorities
 - Explain how we will work as an organisation to deliver effectively and efficiently
 - Ensure that the Cabinet is focused on the strategic aims set by the Council.
- 3.2 It's proposed that Everyone's Essex will be a key part of the overall strategic planning framework for the Council. It represents our contribution to delivering the long-term Essex Vision which we and other public sector partners have adopted. Within the Council, it will guide business planning and the development of the Medium-Term Resources Strategy (MTRS) and it will shape the annual budget and Organisation Plan. The Cabinet cannot take decisions which are contrary to the Everyone's Essex strategy.

- 3.3 We brought a draft of Everyone's Essex (then provisionally entitled 'the Essex Plan') to Full Council in July to give County Councillors an opportunity to comment on the draft and agree that it should be subject to wider engagement. As we set out in July, whilst the practice previously has been to adopt the Council's strategy at the July Full Council following the May County elections, the new administration wanted to take a more collaborative approach, engaging County Councillors, partners and staff more fully in the development process before bringing an updated final version of 'Everyone's Essex' back to October Full Council for adoption.

Engagement and updating Everyone's Essex in light of feedback

- 3.4 Over the summer, we have carried out a comprehensive engagement programme on Everyone's Essex' as follows:
- The Leader, Deputy Leader and Chief Executive attended Corporate Scrutiny Committee on 4 August to discuss Everyone's Essex.
 - The Leader, Deputy Leader and Policy Director also attended an informal scrutiny workshop to get specific input to the framing of the performance indicators in the strategy.
 - The Leader of the Council has written to partner organisations across Essex to invite their views on Everyone's Essex.
 - The Leader and Deputy Leader have held meetings with the Leaders of all Borough, City and District councils in Essex.
 - We have discussed Everyone's Essex at a number of partnership boards, including Essex Partnership Board, the Health and Wellbeing Board and the Children's Partnership Board.
 - We have also held meetings with organisations and groups, including the Office of the Police, Fire and Crime Commissioner, the Young Essex Assembly and the Rural Community Council of Essex.
 - We have held a number of staff roadshows and briefing sessions to get staff feedback on the strategy.
- 3.5 In general, the feedback to Everyone's Essex has been very positive. People have told us that they welcome its ambition and focus on the big long-term issues facing the county; the clarity of its vision and drafting; its alignment to wider partnership strategies and plans; and its strong commitment to collaboration and partnership working. More detailed information is set out in appendix 2.
- 3.6 We have, however, made some changes to the drafting of Everyone's Essex in response to the feedback and these are set out in Appendix 2. These are largely to make it clearer what we mean by particular commitments or ways of working and to make more explicit some areas of policy or operations that are important priorities, but which were more implicit in the previous draft. In some cases, changes have been prompted by a further evolution in our thinking, in particular around Levelling Up, rather than by external feedback.
- 3.7 Partners have expressed a strong willingness to work with us in the delivery of Everyone's Essex, so that the delivery of our collective plans will be aligned

and will add up to more than the sum of their parts. We welcome these offers and we will ensure that there is close co-ordination with partners as we move into the delivery phase of the strategy

Performance measures

- 3.8 The draft of “Everyone’s Essex” that we took to July Full Council did not include performance measures. We explained in July that we would develop performance measures over the summer and would include these in the final version of Everyone’s Essex for adoption at October Full Council. We also undertook to involve County Councillors in the development of the performance measures, which we did at an informal scrutiny workshop on performance held on 23 September.
- 3.9 Our performance measures, set out in Appendix 3, have been prepared to help ECC track and assess progress towards the delivery of the four strategic aims set out in Everyone’s Essex. Our targets are intended to be stretching, and reflect the administration’s judgement, based on professional advice, on the measurable results that we can achieve, based on the resources we expect to have available, the current baseline performance and the context in which we are operating.
- 3.10 It is intended that the performance measures remain relatively stable over the plan period – providing clarity on the results that we hope to achieve. This does not preclude future changes in the measures, but any additions or changes should be subject to careful consideration and council agreement. While it is intended that the set of performance measures remains relatively stable, targets will need to be reviewed on (at least) an annual basis. Council is not asked to agree the performance measures.
- 3.11 The need for review stems from the fact that we are setting targets in a climate of significant uncertainty. Financial uncertainty because we don’t yet know the outcome of the Government’s Comprehensive Spending Review, which will be announced to Parliament on 27 October. Economic uncertainty because we don’t yet know the scale and pace of the economy’s recovery from the pandemic. And operational uncertainty because we don’t yet know how demand levels on key Council services will stabilise as we move out of the pandemic and as the Government’s changes to social care funding start to take effect. For these reasons, it is important that we take an agile approach.
- 3.12 The performance measures and targets will be used as the basis for ECC’s strategic performance reporting. They replace the measures previously agreed by Council as part of the Organisation Plan in February 2021. The latest position on each of these measures will be reported to the CLT, PLT and subsequently to the Corporate Scrutiny Panel on a quarterly basis. This position will be published to ensure transparency on ECC performance.
- 3.13 It is important to note that these are not the only measures and targets used to monitor and manage ECC’s performance. Each ECC function has access to an array of operational data and business intelligence which is to monitor

the effectiveness of specific services and programmes. Reports on service-specific, operational performance measures are made available on a regular basis to senior officers and to portfolio holders.

4 Issues for consideration

4.1 Financial considerations

- 4.1.1 The organisation strategy provides the framework for setting the Council's Medium Term Resource Strategy (MTRS) and the annual budget. Delivery of Everyone's Essex will therefore be set out clearly each year within the budget presented to Council in February and within the constraints of the resources available.
- 4.1.2 For the first time, the Council is publishing an Autumn Budget Statement, which is being presented as an executive statement to this meeting of the Council. The Autumn Budget Statement sets out the financial context and our approach to maintaining sound finances over the medium term, which is the foundation for being able to deliver the commitments in Everyone's Essex.

4.2 Legal considerations

- 4.2.1 The adoption of the Strategy by Full Council means that neither Cabinet nor Cabinet Members – nor officers acting on their behalf – are able to take a decision which is contrary to the Strategy – any proposed decision contrary to the Strategy would take effect as a recommendation, leaving Full Council to make the decision.
- 4.2.2 It is therefore crucial to ensure that commitments are only made if they are considered to be deliverable.

5. Equality and Diversity Implications

- 5.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
 - (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

- 5.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 5.3 An equalities impact assessment is submitted at Appendix 4. Although the equality impact assessment indicates that the vast majority of impact is likely to be positive, it is too early to assess the overall impact of proposals in this report as individual equality impact assessments will need to be undertaken on project proposals to deliver the strategic aims set out within Everyone's Essex.
- 5.4 The overall aim of Everyone's Essex is to improve outcomes for all the residents of Essex and to reduce inequalities. This is reflected in making levelling up a central theme and ambition of the strategy. Everyone's Essex includes specific commitments on levelling up and a section setting out in more detail our approach to levelling up. The administration's commitment to equality is reflected right through the strategy, for example also in the section on maintaining excellence in service delivery, as we recognise that many of our most vulnerable residents depend on the quality of services that they receive from the Council.

6 List of Appendices

- Appendix 1: Everyone's Essex – Our Plan for Levelling Up the County: 2021-25
- Appendix 2: Changes made to Everyone's Essex in response to feedback
- Appendix 3: Performance measures for Everyone's Essex
- Appendix 4: Equality Impact Assessment – published online
<https://cmis.essex.gov.uk/essexcmis5/CalendarofMeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/4636/Committee/50/Default.aspx>

Everyone's Essex – Our Plan for Levelling Up the County: 2021-2025

Section 1: Foreword: Kevin Bentley

I have lived and worked in Essex all my life and it's a privilege and an honour to lead this great County Council, but most of all it's a tremendous responsibility.

My aim is for Essex to be the best local authority in the country – not by the standards of others, but by the standards of the people, the businesses, and the communities it is our duty to support and serve.

We have come through the most extraordinary eighteen months. We have been tested to the limits, but time and again our public services, businesses, voluntary organisations and our communities have risen to the challenge - we have seen just what we are capable of achieving if collectively we work together to support one another. I am determined that in Essex we harness that spirit of collective endeavour to build an even better future. The task is huge – but we shouldn't be daunted by its scale. We are Essex, and we will build back better.

We will renew our economy, because prosperity is the best pathway to a good life. And we will support our businesses as they seek to recover the ground lost by the hard stop placed on them by the pandemic and create the jobs that underpin our well-being. We will seek equality so that opportunity is more fairly distributed across Essex – we want all our residents to be able to maximise their potential. We will be as ambitious for the people of Essex as the people of Essex are for themselves and their families. Because there is no excellence without ambition. There is no landing on the moon, without first reaching for the stars.

Alongside these themes - Renewal, Equality, Ambition - that run through everything we do, we are focused on four areas where outcomes really matter for the quality of life of our residents – they are: the economy; the environment; children and families; and promoting health, care and well-being for all the parts of our population who need our support. And in focusing on these areas, we are mindful that alongside addressing today's challenges, we also need to begin to tackle tomorrow's.

To do that we are setting out twenty commitments that we believe, taken together, will make Essex a stronger county, not just for ourselves but also for our children and their children. Today we make our first down payment on that future – a future we will build together, a future in which everyone has the opportunity to fulfil their potential.

Our 20 Commitments

Strong, Inclusive and Sustainable Economy

1. Good jobs - we will work hard to address the impacts of the Covid pandemic on unemployment by supporting business recovery and building a stronger economy for the future, enabling people to build the skills they need to be part of it, and working alongside Essex businesses to help reduce barriers to employment for disadvantaged groups.
2. Infrastructure - we will deliver and maintain high quality infrastructure to improve opportunities for people living in Essex as well as supporting a growing economy and the delivery of new homes and communities by investing in the region of £1bn by the end of this Council.
3. Future growth and investment - we will help grow existing businesses and the economic sectors of the future in Essex, including the arts, and secure high levels of new investment by working with partners to promote the County, by creating the conditions for growth and by maximising the impact of public sector spend within the county.
4. Green growth - we will develop Essex as a centre for innovation, supporting new technologies and business models to enable our economy to transition to net zero and secure green jobs for the future by ensuring we have the right local skills and drawing in investment opportunities.
5. Levelling Up the Economy - we will work to level up the economy by addressing the drivers of socio-economic inequality (including income, education, employment, health and housing), based on the foundation of good jobs and a higher skilled and healthier workforce.

High Quality Environment

6. Net zero - we will work across the Council and the County to hit our net zero targets, by ensuring that the Council significantly reduces its carbon footprint whilst also supporting an acceleration in the progress towards sustainable housing and energy, and active and alternative forms of travel across the county.
7. Transport and built environment - we will deliver a step change in sustainable travel across the county, by growing passenger transport and active travel, and will ensure we support the move towards net zero, climate resilient developments, including our new garden communities, by delivering sustainable and healthy neighbourhoods for the future.
8. Minimise waste - we will minimise the impact on the environment by supporting residents and businesses to reduce waste and increase the amounts recycled, and by working with others to deliver a more circular economy whereby we better protect our natural resources through the efficient and ongoing reuse of materials.
9. Green communities - we will work with communities and businesses, providing advice and support to enable and empower local action to reduce greenhouse gas emissions and build climate resilience.
10. Levelling Up the Environment - we will help all our communities to enjoy a high-quality environment by making them more resilient against flooding, heat stress and water shortages, by enhancing our county's green infrastructure and by reducing air pollution.

Health, Well-being and Independence for all Ages

11. Healthy Lifestyles - we will aim to increase the proportion of people able to live healthy lifestyles by embedding a community-first approach, by helping people to overcome social isolation, mental ill health and substance misuse and by helping people to live fit and active lifestyles.
12. Promoting independence – we will work with key partners and the adult safeguarding board to help individuals to live free from abuse and neglect and will enable residents to live independently by assisting them to access to suitable accommodation, supporting access to employment and meaningful activities, enabling independence at home through reablement, care technology, market shaping to ensure strong domiciliary support, and investment in housing.
13. Place-based working - we will deliver better care that meets the needs of residents by joining up care and support with local partners in a place, including with district councils, health partners and the local voluntary and community sector.
14. Carers - we will help those carers of all ages whose caring duties are impacting most on their well-being by achieving a step change in the advice, guidance and support we provide to support well-being and independence and by targeting it at those who need it most.
15. Levelling Up Health – we will seek to reduce health inequalities by bringing together partners and communities to address the socio-economic drivers that underpin poor health outcomes, such as poor housing, poverty, economic insecurity and low skills.

A Good Place for Children and Families to Grow

16. Education outcomes - we will achieve educational excellence and high standards for all children and young people as we recover from the pandemic, by working in partnership with early years providers, schools, colleges and universities, by building greater coherence across the system and by engaging businesses, communities and the arts sector in supporting education outcomes.
17. Family Resilience and Stability - we will work to strengthen family resilience and stability, as part of thriving communities, by embedding an approach that tackles the drivers of family instability and provides support to low income, vulnerable and working families.
18. Safety – we will continue to improve the safety of Essex residents, including children and young people, by sustaining our nationally recognised approach to early intervention, safeguarding and neglect, addressing domestic abuse, child criminal and sexual exploitation and peer on peer violence and abuse. We will continue close working with our partners to help make our communities safer and address key issues such as violence and vulnerability, and safety for women and girls.
19. Outcomes for vulnerable children - we will work to improve outcomes for the most vulnerable and disadvantaged groups including Children in Care, Care Leavers, Children with SEND and children from BAME communities by working with children, young people and partners across the system.
20. Levelling Up Outcomes for Families - we will work to address inequalities affecting children and families by focusing on recovery from the pandemic, tackling family poverty, mental health support, emotional wellbeing and healthy, active and productive lifestyles, making sure that we engage hard to reach groups.

Service Excellence

As a County Council, we commission or provide a wide range of services. Many of these are universal services which are provided to all members of the public. These include libraries, public health, local roads, public transport, broadband, education services, country parks, strategic planning and recycling centres. Other services are targeted at specific user groups, often our most vulnerable residents. These include children's social care, youth offending services, adult domiciliary and residential social care and drug and alcohol recovery services.

Excellent, value for money services therefore lie at the heart of our role as a council. The response of all public services and the voluntary sector to the pandemic has highlighted the central importance of effective service provision in helping people stay safe and well. As taxpayers, you need to know that we are keeping down the costs of running services; and as users of services, you want to know that services meet your needs and enhance your quality of life.

Essex County Council has a strong record for delivering excellent, value for money services. Our children's services and youth offending services are rated outstanding and are amongst the most efficient in the country. Other examples of great service delivery include the Connect programme, which connects people leaving hospital with independent living support; the Active Essex Sport England programme, which will help over 400,000 people in Essex to live healthier, more active lives; and our country parks, seven of which have been awarded Green Flag status for being well managed and meeting the needs of the communities they serve.

Overall, as a result of continuing to improve our services, we have been able to deliver substantial savings in recent years whilst still maintaining high levels of service delivery on both universal and targeted services. But the journey towards excellence in service delivery is never finished and in this Council period we will continue to improve the quality and cost-effectiveness of our services by:

- Addressing the causes that drive demand – by focusing on levelling up outcomes and building healthier lives across Essex, we will over time reduce the demand that falls on higher cost, reactive services, whilst still maintaining these services for those who continue to need them.
- Investing in early intervention – we will continue to invest in early intervention services, where the evidence shows that these help people to achieve better outcomes and avoid more intensive service interventions down the line.
- Sustaining excellence – we will sustain and embed those core ingredients that have been shown to drive excellence in service delivery: quality of leadership and culture, an openness to learning and improvement, high levels of accountability, an engaged and motivated workforce, and the effective blending of operational expertise, data and user insight.
- Collaborating with partners – organisational boundaries can sometimes get in the way of providing seamless, cost-effective services. We will work with partners to join up services where it makes sense to do so and to share data, learning and expertise and will continue to support the resilience of the voluntary sector as it recovers from the pandemic and adapts to new and emerging local needs.

- Empowering communities – services are better if they are developed in partnership with communities to suit their own needs and strengths. We will seek to devolve power down to a local level where possible. We will partner with the voluntary sector and community groups and we will use social media to empower community action.

Equalities and Levelling Up

Essex has a proud track record of addressing inequality across the county but we know that there is always more to be done.

Consistent with the Government's focus on levelling up, we are making addressing inequalities and achieving levelling up a key pillar of our new strategy. There are financial and economic reasons why we should care about levelling up, but there is also a very strong moral argument that a person's potential should not be defined at birth by who their parents are or where they live. We believe that individuals should define their own destiny, and we think the Council should play a role in helping people do that.

Embedded in our strategy and reflected in our twenty commitments is a renewed commitment to addressing inequalities and levelling up life chances for our residents. And there are some defining features that will underpin our approach. These are:

- It is levelling up – we are not interested in making everyone equal if that is achieved at the expense of making some people or places worse off.
- It is both place based and cohort focused – this recognises that inequalities affect both people and places and we need to address both.
- It is long-term – we don't believe that there are quick fixes here and we believe the Council and its partners will have to demonstrate its commitment over the long term.
- It is a shared endeavour – as expressed in our Plan for Essex, we believe the actions to address levelling up will need to take place right across the Council and the wider system.
- It is cross-cutting – levelling up will not be achieved issue by issue, but by joining up our work at a place and/or people level.
- It is structural – we want to address root causes, not symptoms.
- It embraces our statutory equalities responsibilities – which remain the legal bedrock in tackling inequalities.
- It builds sustainable change – supporting aspiration, enterprise and opportunity among individuals, families and communities rather than creating dependency.
- It requires a diversity of approach – blending service delivery, strategic place shaping, local capacity building, devolution and using our convening power.
- It does not have a ceiling -nobody should be held back from opportunities to succeed in life.

Levelling Up has a strong economic component. You cannot level up society without levelling up the economy – by giving people the opportunity to access good jobs and a decent income. But Levelling Up is not only about the economy. It demands that we address all the issues that shape a person's life chances. That is why Levelling

Up is embedded in our strategy across all our new strategic priorities and why it will be taken forward by the Council in all its work.

Addressing inequalities and tackling levelling up are certainly not new agendas for the County Council, to some extent they are at the core of our work, but we are determined through this strategy and this approach to create a new dynamism and ambition in the Council's work in this area.

How we will Deliver

This is a high-level strategy. It sets out what we are focused on and the approaches we will take. It doesn't set out in detail how we will achieve these outcomes.

The task of delivery, in the main, requires whole organisation effort and co-ordination. We are strengthening our organisation-wide co-ordination mechanisms to enhance collaboration and delivery on our four strategic aims, including on levelling up and on climate action. But the principle of working in this way goes across all of the outcomes we are seeking.

And we also recognise that we need to think imaginatively about how to achieve our outcomes, that is why we are placing a heavier emphasis on the arts, not only because we believe that a thriving cultural sector is part of a strong economy, but also because we believe the arts can help us achieve outcomes in many areas, from employment to social care. And successful delivery is not just about what we do as an organisation, it is also about how we enable others to do things for themselves. We see working with communities to enable them to create the thriving places and networks that nurture well-being as a key part of our role.

So when we talk about delivery, it is not just about the practicalities of plans and processes, but also about how we work together as an organisation and as a system with our partners across Essex and with our communities. And we recognise that there are some tough decisions ahead, we will need to prioritise the things that give us the best chance of improving people's lives.

As we implement this new strategy, we will therefore be guided by a number of operating principles for how we will work internally, with partners and with communities:

- 1) We are exploratory not defensive – we have big ambitions which will require us to think differently about the way we work. To tackle these big issues in new ways, we must be agile, able to work at pace and have the flexibility to adapt to changes. This will be underpinned by strong accountability at all levels
- 2) We are open-minded and diverse– we don't have all the answers when it comes to tackling complex, open-ended, 'wicked' issues or we would have solved them already. To address them we need to be innovative and capable of finding creative solutions to achieving better outcomes within our budget. We must remain reflective and be open to continuous learning and development. And that means we must build time into our joint working to have the capacity to do the new thinking that is called for. We will reflect the diversity of the county with its mix of rural, urban and coastal locations, and recognise the needs of the different communities we represent.
- 3) We are insight and evidence led – we have access to rich insight from data, from research and from the expertise of our staff. Using this insight effectively will enable us to understand people's lives better, to target resources effectively and to choose approaches that are most likely to deliver successful outcomes.

- 4) We work in a whole organisation/whole system way with partners - tackling our wicked issues and delivering on our ambitions will only happen when we work collectively as a whole organisation and whole system to mobilise our collective skills, experience and resources, along with those of our partners. We must strive to ensure that every part of the organisation can contribute to the achievement of our outcomes and we must build effective relationships with our partners to energise the system.
- 5) We manage our resources and prioritise effectively – that means both financial resources and our people. We want to operate efficiently so that we have the headroom to invest in the priorities set out in this strategy and through our People Plan we are working hard with our employees to ensure that we have the capability to meet the demands ahead. And we are very mindful that we are only able to be ambitious in this strategy because of the strong financial foundations we have laid over many years.
- 6) We are influential. Some of the levers and the funds to achieve levelling up will lie at the national level or with our partners. This means that we need to be influencing government policies across the range of relevant issues and in ensuring that Essex gets its fair share of investment. It also means continuing to press the case for more devolved powers for Essex, so that we can control the levers we need, to effect change for our residents.
- 7) We empower communities, families and individuals. Improving life chances for communities, families and individuals cannot be done *to* them it needs to be done *with* them. It is about giving people the environment, support and opportunities in which they can flourish. This means we need to make the most of our assets in our approach to levelling up, supporting community infrastructure, and helping communities, families and individuals to take advantage of their strengths. We need to support high aspiration and expectation and challenge any part of our system that suggests ‘good enough’ is good enough. We will build on the community spirit and social capital developed during the pandemic and will explore new models of volunteering and social action for the future.

Our Plan sets out twenty commitments to improve the lives of the people of Essex. Our intention, working with partners, businesses and our communities, is to renew the parts of our county that have suffered through the pandemic to get them back on their feet; to ensure everyone has a chance to succeed by being rigorous in our commitment to equality; and to reach for the stars – no one will ever accuse us of a lack of ambition on behalf of this county.

Most of all, it is our intention to work tirelessly over the next four years in service of the people of Essex – they have put their trust in us and we will not let them down.

Everyone's Essex – Summary of Key Changes

At Full Council on 13 July 2021, we brought forward our draft Organisation Strategy "Everyone's Essex" prior to a further period of engagement and seeking adoption at Full Council in October. In the following 10 weeks we have engaged with partners organisations across the public, voluntary and private sector including district, borough and city councils, health and care organisations, our strategic suppliers; and our own staff. This has involved writing to partner organisations, individual meetings, open-briefing sessions, and attendance at a number of different committee and partnership meetings. Based on this engagement we have made a number of changes to the version of the plan that was presented in July, these are set out below:

1. **Formatting** – We have made the format consistent across all four strategic aims by making the Levelling-Up commitments the final commitment in each section.
2. **Adult Safeguarding** – Based on feedback from the Essex Safeguarding Adults Board we have updated commitment 12 "Promoting Independence" to include a reference to our statutory duties around adult safeguarding as follows: "we will work with key partners and the adult safeguarding board to help individuals to live free from abuse and neglect".
3. **Young Carers** – We have updated commitment 13 "Carers" to include reference to "carers of all ages". This follows questions from the Young Essex Assembly as to whether this commitment applied to young carers or just adults.
4. **Safety** - Based on feedback from the office of the Essex Police, Fire and Crime Commissioner (PFCC) we have updated Commitment 18 "Safety" to provide an additional statement that covers the broad range of activities which we deliver around safety whilst also highlighting some current specific areas of focus. This is as follows: *"We will continue close working with our partners to help make our communities safer and address key issues such as violence and vulnerability, and safety for women and girls."*
5. **Voluntary Sector Resilience** – We have updated the item on "Collaborating with partners" in the "Service Excellence" section to include the following: "continue to support the resilience of the voluntary sector as it recovers from the pandemic and adapts to new and emerging local needs". This follows feedback from the Essex Community Foundation.
6. **Levelling-Up and Equalities** – We have included additional and amended principles for our work on Levelling-Up. This includes more explicit reference to involving partners and the process being a "shared endeavour" along with the following additional items:

- a) *It builds sustainable change – supporting aspiration, enterprise and opportunity among individuals, families and communities rather than creating dependency.*
- b) *It requires a diversity of approach – blending service delivery, strategic place shaping, local capacity building, devolution and using our convening power.*
- c) *It does not have a ceiling - nobody should be held back from opportunities to succeed in life.*

7. **Diverse Communities and Locations** – Comments from members of the Essex Rural Partnership as well as Essex County Council staff have noted the county’s diversity in terms of both the make up of our communities and our geographies. We have updated the “How we will deliver” section and the item “We are open-minded and diverse” to include the following *“We will reflect the diversity of the county with its mix of rural, urban and coastal locations, and recognise the needs of the different communities we represent.”*

8. **Community Spirit and Social Capital** – We have updated the “How we will deliver” section and the item “We empower communities, families and individuals” to include the following: *“We will build on the community spirit and social capital developed during the pandemic and will explore new models of volunteering and social action for the future.”* This follows feedback from the Essex Community Foundation, PFCC and meetings with health partners.

Where appropriate all comments have been reflected in the final draft. Some comments made were suggesting very detailed commitments which have not been included as the plan is a high-level document. Some comments related to issues for which ECC has no responsibility and which cannot therefore form part of the council’s strategy.

Other comments we received through this engagement were not directly related to the drafting or content of the strategy or were broadly supportive of our approach. A number of partners also expressed an appetite to work collaboratively on particular areas of focus. We will follow up with partners on those opportunities.

Appendix 3

Everyone's Essex: performance measures and targets

12th October 2021

Purpose

The document presents the performance measures and targets developed to track and assess progress towards the strategic aims set out in *Everyone's Essex – The Plan for Essex*.

Our use of performance measures

Our approach to performance recognises that there are different types of performance measures and that they need to be treated differently and used appropriately:

- **Contextual measures** – these capture high-level, real-world outcomes that reflect ECC’s ambition for Essex residents and communities. Securing change in these measures may require long-term changes in local social and economic conditions – while ECC has a role in influencing these changes, no single agency can directly affect outcomes.
- **Strategic measures** – measures identified as critical to delivery in the coming year to make progress towards our ambition for Essex. Core measures are limited in number to provide clarity and focus for strategic discussions. Some core measures may be reported annually, but regular updates will be provided for most indicators, and will be chosen on the basis that ECC can influence performance improvement over the coming year.
- **Operational measures** – underpinning measures that are collected and reported at the functional level to help senior leaders to manage ECC’s operational activity. These include more detailed metrics for our statutory functions and business as usual measures that support functional priorities. We would not generally expect operational measures to be used in tracking progress towards the delivery of the strategic aims set out in the *Plan for Essex*.

STRATEGIC MEASURES: STRONG, INCLUSIVE & SUSTAINABLE ECONOMY

Good jobs

Levelling Up the Economy

Infrastructure

Future growth and investment

Green growth

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S1. Number of people benefiting from ECC skills and employability programmes	N/A	3000	1720	1720	1720
S2. Jobs created a) directly through ECC programmes; and b) indirectly through ECC investments	a) N/A	655	550	tbc	tbc
	b) n/a	We will track and publish details of jobs created through ECC investment, but no target can be meaningfully set over the plan period.			
S3. Investment secured from third parties to fund local regeneration programmes	N/A	£96m	£20m	£20m	£20m
S4. Infrastructure investment secured from developers (via S106)	£9,690,124	Increase on baseline	Increase on previous year	Increase on previous year	Increase on previous year
S5. New homes delivered (via Essex Housing and ECC Independent Living programme)	N/A	113	31	304	315

Measures where further development work is required:

“Improvement in the Culture and Arts offer in Essex”- we are looking to develop an appropriate measure to track the impact of investment in culture and the arts (£500k in 2021/22 with an additional annual commitment in year 2 – year 4).

CONTEXTUAL MEASURES: STRONG, INCLUSIVE & SUSTAINABLE ECONOMY

Good jobs

Levelling Up the Economy

Infrastructure

Future growth and
investment

Green growth

Contextual Performance Measures	Baseline	Desired trajectory (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
C1. Housebuilding: percentage of annual local plan targets for new homes achieved	92% (2020)	Increase	Increase	Increase	Increase
C2. Job density: local jobs per head of the working-age population	0.79 (March 2019)	0.79	0.79	0.87	0.87
C3. Unemployment rate	4.5% (July 2021)	4.50%	4.40%	2.30%	2.20%
C4. The number of Essex businesses operating in high-growth sectors	30285 (2020)	Increase	Increase	Increase	Increase
C5. The value of the tourist economy in Essex	N/A	Re-baseline year	Increase	Increase	Increase
C6. The proportion of working age residents (16-64) qualified to level 4 or above	35.3% (2020)	37.2%	37.2%	38.1%	39.2%
C7. The proportion of working age residents (16-64) qualified to level 3 or above	55.5% (2020)	55.5%	56.2%	56.9%	57.6%
C8. The proportion of working age residents (16-64) with no qualifications	5.1% (2020)	5.1%	5%	4.9%	4.8%
C9. The number of jobs created in Essex in growth sectors (including green growth)	N/A	Baseline year	Increase	Increase	Increase

Measures where further development work is required:

“Income inequality”- we are looking to develop an appropriate measure to track the difference in income between the highest and lowest earning percentiles/places in Essex, ensuring that that this does not create a pressure to reduce incomes for any residents/communities.

STRATEGIC MEASURES: HIGH QUALITY ENVIRONMENT

Net zero

Transport and built environment

Minimise waste

Levelling Up the environment

Green communities

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S6. ECC's carbon rating (based on Carbon Disclosure Project)	B (2020)	B	B	A-	A
S7. % of ECC electricity from renewable sources (GWh)	-	TBC	TBC	TBC	100%
S8. Retrofit in Low Income Households	N/A	80	TBC	TBC	TBC
S9. Replacement LED streetlights	N/A	27,500	27,500	27,359	Completed
S10. Sections of coastal path completed	-	2	9	Project completed	
S11. Number of National Flood Management Schemes delivered	-	13	12	TBC	TBC
S12. Number of trees planted by Essex Forest initiative	38,305 (2020/21)	50,000 (Cumulative)	75,000 (Cumulative)	Current phase of initiative completed	
S13. Total household waste collected per household (kg)	1,070kg (2020/21)	1,100kg	1,050kg	1,020kg	980kg
S14. Percentage of household waste sent for reuse, recycling or composting	51.8% (2020/21)	50%	53%	55%	56%

Measures where further development work is required:

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"Coverage of Cycleways"- we are looking to develop an appropriate measure to assess the coverage and availability of cycleway across Essex cities, towns and villages. This work is dependent on the development of a new methodology for capturing new cycleway construction through major schemes, development management, local highways panels and other investments.

CONTEXTUAL MEASURES: HIGH QUALITY ENVIRONMENT

Net zero

Transport and built
environment

Minimise waste

Levelling Up the
environment

Green communities

Contextual Performance Measures	Baseline	Desired trajectory (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
C10. Total Essex GHG emissions (MtCO ₂ e)	-	7.02	TBC	TBC	TBC
C11. Total number of direct jobs in Low-Carbon and renewable energy sector	-	TBC	TBC	TBC	TBC
C12. % EV take up in Essex	0.65% (2020)	0.76%	1.12%	1.83%	2.90%
C13. EV Charging points across Essex	N/A	Increase	TBC	TBC	TBC
C14. Increase in the modal share from cars and into bus/bike/foot)	-	31%	32.5%	34%	35.5%

STRATEGIC MEASURES: HEALTH WELLBEING & INDEPENDENCE FOR ALL AGES

Levelling Up health

Healthy lifestyles

Promoting independence

Place-based working

Carers

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S15. Percentage / number of target population who took up an NHS Health Checks in the quarter	4,394 (Q1 2021/22)	23,000	46,000 (subject to covid)	46,000 (subject to covid)	46,000 (subject to covid)
S16. % schools in Essex participating in the 'Daily Mile' initiative	62.4% (June 2021)	65.6%	68.6%	71.6%	74.4%
S17. Number Receiving Weight Management Support (YTD)	-	12,000	7,000	12,000	25,000
S18. Percentage of residents who report being lonely	-	5.5%	4.0%	3.0%	2.5%
S19. Non re-presentation to treatment within 6 months of successful completion - Opiates/Non-opiates /Alcohol	Opiates 80.5% Non Opiate 96.6% Alcohol 97.2% (Q4)	Opiates 83% Non Opiate 97% Alcohol 97%	Opiates 85% Non Opiate 98% Alcohol 97%	Opiates 87% Non Opiate 98% Alcohol 97%	Opiates 88% Non Opiate 98% Alcohol 97%
S20. Percentage of physically active adults	67.6% (2019/20)	68%	69%	70%	72%
S21. % of CYP seen by the CAMHS service*	32.7%	35%	TBC	TBC	TBC

*This measure relates to children and young people accessing children & adolescent mental health services following referral, for those aged 0-18 and up to 25 for those with special educational needs.

Measures where further development work is required:

- Child obesity – ECC's public health function is looking at the development of a specific indicator and targets that focus on supporting children and families to lose weight as part of an overall weight management programme.

STRATEGIC MEASURES: HEALTH WELLBEING & INDEPENDENCE FOR ALL AGES

Levelling Up health	Healthy lifestyles	Promoting independence	Place-based working	Carers	
Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S22. Percentage of older people (aged 65+) who received reablement/ rehabilitation services after hospital discharge	2.9%	3.6%	4.2%	4.2%	4.2%
S23. Number of adult social care users in receipt of care technology	N/A	2877	4195	5566	6444
S24. Number of adults with LD known to social services in paid employment	323	344	391	456	537
S25. Number of adults with LD known to social services who secure new employment	N/A	86	115	144	173
S26. Percentage of adults known to secondary mental health services in paid employment	15.6%	Increase	Increase	Increase	Increase
S27. Percentage of adults with a learning disability that transition into adult social care in residential care	18%	Decrease	Decrease	Decrease	Decrease
S28. The proportion of adults in contact with secondary mental health services living independently, with or without support	72.9%	Increase	Increase	Increase	Increase
S29. The percentage of adults who are self-caring post reablement on discharge from hospital	48%	50%	52%	54%	55%
S30. The proportion of carers who stated they were ‘extremely’ or ‘very’ satisfied with social services	34.9%	Increase	Increase	Increase	Increase

Measures where further development work is required:

- Stability and development of the workforce - we are looking to develop an appropriate measure to track changes in the care workforce to ensure that this continues to support a strong care market and the provision of quality services."

CONTEXTUAL MEASURES: HEALTH WELLBEING & INDEPENDENCE FOR ALL AGES

Levelling Up health	Healthy lifestyles	Promoting independence	Place-based working	Carers
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Contextual Performance Measures	Baseline	Desired trajectory (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
C15. Healthy Life expectancy at birth	Male 64.2 Female 65.6 (2017-19)	Male 64.6 Female 65.6	Increase for males and females at each point of measurement		
C16. Inequality in life expectancy at birth	Male 8 Female 6.5 (2017-19)	Male 7.1 Female 5.4	Reduction for males and females at each point of measurement		
C17. Number of Essex residents living in communities in IMD bottom 20%	c.123,000 (2019)	Data unavailable until 2024			60,000
C18. Under 75 mortality rate from all cardiovascular diseases	60.7 per 100,000 (2017-19)	60.1	59.5	58.9	58.4

STRATEGIC MEASURES: A GOOD PLACE FOR CHILDREN AND FAMILIES TO GROW

Education outcomes

Levelling Up outcomes for families

Family resilience and stability

Safety

Outcomes for vulnerable children

Strategic Performance Measures	Baseline	Stability thresholds			
		2021/22	2022/23	2023/24	2024/25
S31. % of families with successful intervention (Family Solutions)	84%	85%	85%	86%	86%
S32. % of CYP who do not enter the care system following D-Bit intervention	78%	80%	80%	82%	82%
S33. The number of children known to social care per 10,000	196.9	190-210			
S34. The number of children subject to Children in Need plans per 10,000	46.5 (1473)	47.3 - 63.1 (1500- 2000 children)			
S35. The number of children subject to child protection plans per 10,000	21.3 (675)	17.3 - 20.5 (550-650 children)			
S36. The number of looked after children per 10,000	33.8 (1073)	34.7 - 39.4 (1100-1250 children)			
S37. Begin to understand the overrepresentation of BAME CYP across the statutory social care system	BAME CYP account for 23.5% of all open to social care; 22.5% of CIC; and 25% of CP Plans	Understand and appropriately manage the overrepresentation of BAME children across social care.			
S38. Percentage of those supported by youth offending services who reoffend within 12 months	32%	32%	32%	32%	32%
S39. Average number offences per re-offender in 12 months	3.1	3.1	3.1	3.1	3.1

Measures where further development work is required:

- Percentage of children at risk of exploitation who de-escalate risk level – a new data collection tool is being developed that will allow us to track de-escalation of risk levels for individual children. The tool is likely to go live within the next few months, but we would anticipate the need to establish a baseline position before management thresholds are defined.
- Ensuring pathways to domestic abuse support are accessible to all: ECC's Children and Families Service are currently undertaking work examining the needs of victims in marginalised groups and with protected characteristics with a view to encouraging individuals to come forward and seek the support they need. From 2022 onwards we will be able to target those groups that are requiring support in accessing services and see more victims from these protected groups accessing support.

STRATEGIC MEASURES: A GOOD PLACE FOR CHILDREN AND FAMILIES TO GROW

Education outcomes

Levelling Up outcomes for families

Family resilience and stability

Safety

Outcomes for vulnerable children

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S40. Percentage of a) eligible 2 year olds and b) all 3 and 4 year olds, accessing funding for childcare in a setting rated at least good by Ofsted	a) 96.6% b) 95.2% (2020/21)	a) 96.6% b) 95.2%	a) 97.1% b) 95.7%	a) 98.1% b) 96.7%	a) 99.1% b) 97.7%
S41. New a) primary and b) secondary school places created	N/A	a) 410 b) 360	a) 510 b) 1860	a) 735 b) 450	a) 1670 b) 930
S42. Percentage of 16-18 year olds who are NEET/unknown (Dec/Jan/Feb average)	4.3 (2020/21)	4.3	4.1	4	3.8
S43. Percentage of a) schools and b) settings fully engaged in Trauma Perceptive Practice	N/A	a) 42% b) 7%	a) 60% b) 30%	a) 80% b) 50%	a) 100% b) 75%

CONTEXTUAL MEASURES: A GOOD PLACE FOR CHILDREN AND FAMILIES TO GROW

Education outcomes	Levelling Up outcomes for families	Family resilience and stability	Safety	Outcomes for vulnerable children
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Strategic Performance Measures	Baseline	Desired trajectory (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
C19. Percentage of children and young people attending at a school judged at least good by Ofsted	85.0 (2020/21)	Re-establish baseline	Year-on-year improvement		
C20. Percentage of pupils achieving a Good Level of Development in early years (age 5)	74.4 (2018/19 – Pre-COVID)	Re-establish baseline	Year-on-year improvement		
C21. Percentage of pupils achieving at least the expected standard in Reading, Writing & Maths (KS2 - age 11)	66.3 (2018/19 – Pre-COVID)	Re-establish baseline	Year-on-year improvement		
C22. Percentage of pupils achieving 9-4 in English & Maths (KS4 - age 16)	63.9 (2018/19 – Pre-COVID)	Re-establish baseline	Year-on-year improvement		
C23. Percentage of children and young people in the following groups achieving desired outcomes at EYFS, KS2 and KS4: a) Disadvantaged children; b) Children in Care; c) Young Carers; d) Children with SEND; e) White British boys; and f) Gypsy, Roma, Traveller community	N/A	Re-establish baseline	Year-on-year improvement		
C24. Gap between Essex’s most/least deprived neighbourhoods/districts and the county average with respect to: a) School absence rates; and b) School exclusions	N/A	Re-establish baseline	Year-on-year improvement		

STRATEGIC MEASURES: SERVICE EXCELLENCE

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)			
		2021/22	2022/23	2023/24	2024/25
S44. Residents who think Essex County Council provides good value?	46% (2020)	48%	50%	52%	54%
S45. Collection rate of Council Tax achieved for the year	96% (2020/21)	96%	97%	98%	98%
S46. IMPOWER Council Productivity Ranking	7	1-10	1-10	1-10	1-10
S47. Deliver social value through procurement and practice to increase availability of entry level jobs	N/A	50	100	210	Exceed 210
S48. Percentage of websites that have had full accessibility audit	N/A	24	Increase	Increase	Increase
S49. Percentage of users rating their online experience as 5/5 (satisfied)	N/A	Baseline being established	Increase	Increase	Increase
S50. Total number of websites	91	87	Decrease	Decrease	Decrease

Measures where further development work is required:

- “Digital Inclusion” – work is underway to present Members with options on how to tackle issues around digital inclusion. Effective performance measures on this issue will need to be developed as part of this work/ as this work closes.
- “Representativeness of workforce”- we are looking to develop an appropriate measure to track the difference in income between the highest and lowest earning percentiles/places in Essex, ensuring that that this does not create a pressure to reduce incomes for any residents/communities.
- “Staff wellbeing” – data collection has been delayed. ECC’s current benchmark for staff wellbeing is ‘I feel positive about my mental wellbeing right now’ (captured in the October Remote Working survey), where 76% of respondents answered positively. Further development work is required to ensure this measure captures social, financial and physical wellbeing too.
- “Employee engagement” - we are looking to develop an appropriate measure to track employee engagement. Given the level of change that employees have experienced over the past 18 month, we would anticipate the need to re-establish a baseline prior to setting future targets.

Equality Impact Assessment - head of service review

Reference: EQIA367065112

Submitted: 04 October 2021 11:14 AM

Executive summary

Title of policy or decision: Everyone's Essex: Our Plan for Levelling Up the County

Describe the main aims, objectives and purpose of the policy (or decision): Everyone's Essex is Essex County Council's new Organisation Strategy which sets out how the organisation will work and what it will achieve over the next four years. It defines the organisation's priorities and areas of focus.

Everyone's Essex covers four strategic aims with five related commitments each (20 in total):

Aims

- Strong, Inclusive and Sustainable Economy
- High Quality Environment
- Health, Wellbeing and Independence for all Ages
- A Good Place for Children and Families to Grow

What outcome(s) are you hoping to achieve?: Enable inclusive economic growth, Help people get the best start and age well, Help create great places to grow up, live and work

Which strategic priorities does this support? - Enable inclusive economic growth: Help people in Essex prosper by increasing their skills, Enable Essex to attract and grow large firms in high growth industries, Target economic development to areas of opportunity

Which strategic priorities does this support? - Help people get the best start and age well: Help keep vulnerable children safer and enable them to fulfil their potential, Enable more vulnerable adults to live independent of social care, Improve the health of people in Essex

Which strategic priorities does this support? - Help create great places to grow up, live and work: Help secure sustainable development and protect the environment

Is this a new policy (or decision) or a change to an existing policy, practice or project?: a change to an existing policy, practice or project

Please provide a link to the document / website / resource to which this EqIA relates: Not available

Please upload any documents which relate to this EqIA, for example decision documents: Not available

Assessing the equality impact

Use this section to record how you have assessed any potential impact on the communities likely to be affected by the policy (or decision): The Council has extensive information on equalities issues and outcomes in Essex. Data on inequalities was part of the overall data analysis that has underpinned the development of Everyone's Essex and is reflected in particular in the framing of the commitments in the strategy around levelling up.

Does or will the policy or decision affect:

Service users: Yes

Employees: Yes

The wider community or groups of people, particularly where there are areas of known inequalities: Yes

Which geographical areas of Essex does or will the policy or decision affect?: All Essex

Will the policy or decision influence how organisations operate?: Yes

Will the policy or decision involve substantial changes in resources?: Yes

Is this policy or decision associated with any of the Council's other policies?: Yes

Is the new or revised policy linked to a digital service (website, system or application)?: No

Description of impact

Description of Impact. If there is an impact on a specific protected group tick box, otherwise leave blank.
You will be given the opportunity to rate identified impacts as positive, negative or neutral on the next page: Age, Disability - learning disability, Disability - mental health issues, Disability - physical impairment, Disability - sensory impairment, Gender / sex, Gender reassignment, Marriage / civil partnership, Pregnancy / maternity, Race, Religion / belief, Sexual orientation, No impact on any of the above groups

I confirm that I have considered the potential impact on all of the protected characteristics: I confirm that I have considered the potential impact on all of the protected characteristics

Age

Nature of impact: Positive

Please provide more details about the nature of impact: Different parts of the Strategy have a specific focus on particular age groups where appropriate but the overall balance of the Strategy does not favour one age group over another.

Extent of impact: High

Please provide more details about the extent of impact: High positive impact on across a range of issues for example; there are focuses on young people in respect of safety and education, adults for skills retraining and housing and the elderly in respect of care and support.

Disability - learning disability

Nature of impact: Positive

Please provide more details about the nature of impact: The Strategy acknowledges the needs of people with learning disabilities in with particular focus on supporting adults around their independence, aspirations and safeguarding and outcomes for children with Special Educational Needs and Learning Disabilities.

Extent of impact: High

Please provide more details about the extent of impact: Potential high positive impact for around issues such as care and support, health and wellbeing as well as issues such as education and employment.

Disability - mental health issues

Nature of impact: Positive

Please provide more details about the nature of impact: Mental Health needs are recognised in several places in the Strategy both specifically and generally as part of our aim to improve the health, wellbeing and independence of residents in Essex.

Extent of impact: High

Please provide more details about the extent of impact: The strategy has identified high potential positive impact across a range of issues where mental health issues impact on people's outcomes including education, employment, family resilience and stability as well as associated health impacts.

Disability - physical impairment

Nature of impact: Positive

Please provide more details about the nature of impact: Whilst physical impairment is not mentioned specifically, it does form part of the aims around improving health and the commitment around enabling people to live independently.

Extent of impact: Medium

Please provide more details about the extent of impact: Specific impacts will be around supporting people with physical impairments to live independently alongside other broader impacts on issues around employment and health and wellbeing.

Disability - sensory impairment

Nature of impact: Positive

Please provide more details about the nature of impact: Whilst sensory impairment is not mentioned specifically, it does form part of the aims around improving health the commitment around people to live independently.

Extent of impact: Medium

Please provide more details about the extent of impact: Specific impacts will be around supporting people with impairments to live independently alongside other broader impacts on issues around employment and health and wellbeing.

Gender / sex

Nature of impact: Positive

Please provide more details about the nature of impact: Positive – we make direct reference to a focus on improving the safety of women and girls within our commitment around safety.

Extent of impact: Medium

Please provide more details about the extent of impact: Specific impacts mentioned above as well as more general positive impacts expected across all areas of the strategy.

Gender reassignment

Nature of impact: Neutral

Please provide more details about the nature of impact: There is nothing in the Strategy that would impact disproportionately in respect of gender reassignment.

Extent of impact: There is nothing in the Strategy that would impact disproportionately in respect of gender

reassignment.

Please provide more details about the extent of impact: There is nothing in the Strategy that would impact disproportionately in respect of gender reassignment.

Marriage / civil partnership

Nature of impact: Neutral

Please provide more details about the nature of impact: There is nothing in the Strategy that would impact disproportionately in respect of marriage/civil partnership.

Extent of impact: Medium

Please provide more details about the extent of impact: There is nothing in the Strategy that would impact disproportionately in respect of marriage/civil partnership.

Pregnancy / maternity

Nature of impact: Neutral

Please provide more details about the nature of impact: Neutral – there is nothing in the Strategy that would impact disproportionately in respect of pregnancy/maternity.

Extent of impact: Low

Please provide more details about the extent of impact: Neutral – there is nothing in the Strategy that would impact disproportionately in respect of pregnancy/maternity.

Race

Nature of impact: Positive

Please provide more details about the nature of impact: The strategy specifically refers to improving outcomes for children from BAME communities.

Extent of impact: Medium

Please provide more details about the extent of impact: Specific impacts around outcomes for children from BAME communities

Religion / belief

Nature of impact: Neutral

Please provide more details about the nature of impact: There is nothing in the Strategy that would impact disproportionately in respect of religion/belief.

Extent of impact: Low

Please provide more details about the extent of impact: There is nothing in the Strategy that would impact disproportionately in respect of religion/belief.

Sexual orientation

Nature of impact: Neutral

Please provide more details about the nature of impact: There is nothing in the Strategy that would impact

disproportionately in respect of sexual orientation

Extent of impact: Low

Please provide more details about the extent of impact: There is nothing in the Strategy that would impact disproportionately in respect of sexual orientation

Action plan to address and monitor adverse impacts

Does your EqlA indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?: No

Details of person completing the form

I confirm that this has been completed based on the best information available and in following ECC guidance: I confirm that this has been completed based on the best information available and in following ECC guidance

Date EqlA completed: 04/10/2021

Name of person completing the EqlA: Nathan Rowland

Email address of person completing the EqlA: Nathan.Rowland@essex.gov.uk

Your function: Corporate and Customer Services

Your service area: Chief Executive's Office

Your team: Corporate Strategy Team

Are you submitting this EqlA on behalf of another function, service area or team?: No

Email address of Head of Service: patrick.guthrie@essex.gov.uk

Motions

Members have given notice that they intend to move the following motions in accordance with paragraph 16.8.2 of the Constitution:

The Courts have made it clear that the Public Sector Equality Duty applies to the Council when it is considering these motions, even if they are motions without legal effect. There is not a general requirement for an equality impact assessment but regard should be had to the equality duty when drafting and considering motions.

The equality duty requires Council to have due regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes it unlawful to discriminate etc on the grounds of a protected characteristic.
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

1. Encouraging making decisions and scrutinising local matters closer to local people

Moved by Councillor Pond and seconded by Councillor Smith

'Council calls attention to the ability of committees to hold meetings outside County Hall subject to funding being available and a safe venue being located.

Council notes that a local member or members may also submit a written request for meeting outside County Hall to the Chairman of the committee, who may work with officers to seek an alternative location.

Council considers that holding a meeting in County Hall, for example, to determine a planning application affecting communities distant from Chelmsford may deter affected residents from attending.

Depending on requirements of the constitution or any process followed by the Committee, local residents and elected Borough/District/City/Town/Parish councillors should be able to address a local meeting of the committee concerned, so as to ensure the views of the community be fully heard.'

2. Pay for Care Workers in Essex

Moved by Councillor Scordis and seconded by Councillor McGurran

'This council recognises the fantastic work of carers across the county, and the important role they played during the pandemic working on the frontline. This council also recognises that most care workers earn below the 'Real Living Wage' despite the vital role they perform.

Therefore, this council, regarding care workers, resolves to ask the Cabinet to:

- pay covid related sick pay (including whilst isolating),
- pay at least the Real Living Wage (currently £9.50 an hour),
- pay occupational sick pay.'

3. Levelling Up in Essex – Concept to Action

Moved by Councillor Butland and seconded by Councillor McKinlay

'Following on from the "Levelling Up in Essex" motion to Full Council on July 13th, 2021, which confirmed a key priority for Essex County Council, this Council welcomes the new Secretary of State for Department for Levelling Up, Housing and Communities, Rt Hon Michael Gove's intention to, relentlessly focus on delivering for those overlooked families and which are left behind, by spreading opportunity, improving public services and restoring people's sense of pride in their communities.

This Council believes that:

1. this intention sits fully alongside the Plan for Essex and its three key themes of Renewal, Equality and Ambition which are also at the heart of the Government's Levelling Up agenda;
2. this Council is well positioned, in collaboration with its partner agencies, to work with and support the Government in delivering the opportunities that the country and the county needs as we build back from the pandemic; and
3. this County's diverse geography, demographics, and social economic groups, including three of the most deprived wards in the country, make it an ideal area to pilot new ideas and approaches.

This Council therefore:

1. Calls on the Rt Hon Michael Gove MP to positively engage with Essex County Council as a matter of priority, in order to strengthen delivery

and maximise opportunities as we turn the concept of Levelling Up, into action on the ground in Essex.

2. Requests that a copy of this motion be sent to the Rt. Hon. Michael Gove, Secretary of State for Department for Levelling Up, Housing and Communities.'

4. Government's White Paper on Adult Social Care

Moved by Councillor C. Whitbread and seconded by Councillor Spence

'Essex County Council spends over £600 million each year on Adult Social Care, which represents over 40% of Essex County Council's total gross revenue budget.

This Council therefore welcomes the courage of the Government in seeking to address the long-standing issues of adult social care funding and reform. The Council calls for publication of the White Paper as soon as possible.

This Council also calls on Government to:

1. Deliver a multi-year settlement which will enable local government to plan properly and resource for the new regime.
2. Provide assurance that the funding announced will be additional and will be both timely and sufficient to meet the increased running costs of the new regime.
3. Consider the funding needs of working-age adults in need of social care.
4. Undertake extensive consultation with regard to the new charging models to ensure that they are fair, practical and affordable.'

The Leader's Report of Cabinet Issues

This report is

- a) To note decisions that have been taken as urgent key decisions, not on the forward plan (Constitution para 19.17) as attached as Appendix 1 to the report since the last meeting of Council on 13 July 2021 and
- b) To receive the minutes of the Cabinet meetings held on 29 July and 21 September 2021 and attached to the report as Appendices 2 and 3.

Recommendations

To receive the list of urgent decisions taken and the minutes of the Cabinet meetings held on 29 July and 21 September 2021.

Urgent Decisions

Part 1: Decisions Exempt from Call-in

The following decisions were taken which were either not key decisions or where prior notice was given, but the Chairman of the Corporate Policy and Scrutiny Committee agreed that it was in the best interests of the Council for the decision to be implemented urgently and the decision was therefore exempted from call-in.

DATE PUBLISHED	CABINET MEMBER	TITLE OF DECISION	REFERENCE NUMBER
8 July 2021	Cllr McKinlay	Final allocation of the Covid Local Support Grant	FP/092/06/21
13 July 2021	Leader	Funding for Adult Social Care: Allocation of Government Funding – Adult Social Care Extension to Infection Control and Testing Fund 2021	FP/095/07/21
9 August 2021	Leader	Funding for Adult Social Care: COVID 19 Response	FP/119/07/21
13 September 2021	Leader	Support for Freeport East - Retained Business Rates	FP/154/09/21

Minutes of a meeting of the Cabinet meeting that took place in the Essex Restaurant at County Hall on Thursday 29 July 2021

Present:

Councillor	Cabinet Member Responsibility
Councillor K Bentley	Leader of the Council (Chairman)
Councillor M Buckley	Waste Reduction and Recycling
Councillor G Butland	Devolution, Art, Heritage and Culture
Councillor B Egan	Children's Services and Early Years
Councillor L Wagland	Economic Renewal, Infrastructure and Planning
Councillor C Whitbread	Finance, Resources and Corporate Affairs
Councillor J Spence	Health and Adult Social Care

Councillors Pond (by remote link), Mackrory, Scordis, King, Durham, Schwier, Fleming, Massey, Platt and Barker were also present.

1. Membership, Apologies, Substitutions and Declarations of Interest.

The report of Membership, Apologies Substitutions and Declarations of Interest was received and the following were noted:

1. There had been no changes of membership since the last report.
2. Apologies were received from Councillor McKinlay, Deputy Leader and Cabinet Members for Community, Equality, Partnerships and Performance, Councillor Scott, Cabinet Member for Highways Maintenance and Sustainable Transport and Performance, Councillor Ball, Cabinet Member for Education Excellence, Skills and Training and Councillor Henderson, Leader of the Labour Group, for whom Councillor Scordis substituted.
3. There were no declarations of interest.

2. Minutes of Previous Meetings

The Minutes of the meeting held on 22 June 2021 were approved as a true record and signed by the Chairman, subject to the correction of a typographical error.

3. Questions from the public

Questions were received from a member of the public who was unable to attend the meeting in relation to Agenda item no.7. A response was provided by the Cabinet Member for Economic Renewal, Infrastructure and Planning and a more detailed response would subsequently be provided in writing.

4. **Acknowledgement of the Essex Climate Action Commission's Final Report 'Net Zero: Making Essex Carbon Neutral' (FP/088/06/21)**

The Cabinet received the final report of the Essex Climate Action Commission, entitled 'Net Zero: Making Essex Carbon Neutral'.

The Leader of the Council, the Cabinet Member for Economic Renewal, Infrastructure and Planning, the Cabinet Member for Waste Reduction and Recycling and Councillor Schwier, Climate Czar, responded to questions from Councillors Mackrory, Scordis and Pond. The questions related to the extent to which the Council had and would engage with central government to achieve the recommendations of the Climate Action Commission, how a modal shift away from car use would be encouraged, how the Commission's report aligned with the Essex Design Guide and how the use of public transport could be encouraged, particularly bus use. The need to set robust targets for residual waste and recycling, and the benefits of walkable town centres and school streets were also referenced.

Resolved:

1. To agree to accept and welcome the 'Net Zero: Making Essex Carbon Neutral' report from the Essex Climate Action Commission as at Appendix A.
2. To agree that a response to the Commission's Net Zero: Making Essex Carbon Neutral report is brought to the Cabinet meeting later in 2021.
3. To formally thank the Commission for their work in producing the final report.

5. **2021/22 Financial Overview as at the First Quarter Stage (FP/011/03/21)**

The Cabinet received a report set out the current forecast financial position of Essex County Council's (ECC) revenue and capital budgets as at the first quarter stage of the 2021/22 financial year.

The Cabinet Member for Finance, Resources and Corporate Affairs and the Cabinet Member for Waste Reduction and Recycling responded to questions from Councillors King and Scordis in relation to the expectations for potential settlement amounts connected to a resolution of a dispute and whether dialogue was taking place with central government about funding requirements in the event of another lockdown period becoming necessary.

A written answer would also be provided to Councillor King from the Cabinet Member for Education Excellence, Skills and Training in relation to the forecast overspend for Independent Schools.

Resolved:

1. To draw down funds from reserves as follows:
 - i. **£1.3m** from the Adults Digital Programme Reserve to the Adult Social Care and Health portfolio to fund projects within the digital programme (section 5.1.iv)
 - ii. **£1.2m** from the Insurance Reserve to the Finance, Resources and Corporate Affairs RSSS portfolio in respect of recovery of income relating to Highways claims, to meet ECC budget pressures in 2021/22 as planned in February budget setting (section 5.15.iii)
 - iii. **£3.7m** from the Covid Equalisation Reserve to the Adult Social Care and Health portfolio to support the COVID Resilience Fund (section 5.1.iv)
 - iv. **£2.5m** from the Covid Equalisation Reserve to the Community, Equality, Partnerships and Performance portfolio relating to: Essex Outdoors loss of income (**£2.4m**), additional staff required in Registrations (**£105,000**) and Coroner's inquest backlog (**£35,000**) (section 5.3.ii)
 - v. **£1.6m** from the Covid Equalisation Reserve to the Finance, Resources and Corporate Affairs RSSS relating to Delivery and Assurance (**£1.3m**), Transactional services staffing (**£150,000**), staffing re Entry Level Employment (**£149,000**), and People Operations (**£65,000**) (section 5.15.iii)
 - vi. **£1.4m** from the Covid Equalisation Reserve to the Community, Equality, Partnerships and Performance RSSS (**£1.3m**) and to the Finance, Resources and Corporate Affairs RSSS portfolio (**£87,000**) relating to Business Support (sections 5.13.iii & 5.15.iii)
 - vii. **£441,000** from the Covid Equalisation Reserve to the Highways Maintenance and Sustainable Transport portfolio to cover lost income within Park & Ride services due to the impact of COVID (section 5.9.iv)
 - viii. **£1.7m** from the Technology Solutions Reserve to the Finance, Resources and Corporate Affairs RSSS portfolio relating to the Social Care Platform Programme (section 5.15.iii)
 - ix. **£1.6m** from the Transformation Reserve to Children's Services and Early Years portfolio to support the 2021/22 budget (section 5.2.ii)
 - x. **£903,000** from the Transformation Reserve to the Adult Social Care and Health portfolio; to support the savings programme (**£843,000**) and for the Independent Living Programme (**£60,000**) (section 5.1.iv)
 - xi. **£654,000** from the Private Finance Initiatives (PFI) Equalisation Reserves to the Education Excellence, Skills and Training portfolio in relation to Debden PFI (**£389,000**) and Clacton secondary schools PFI (**£265,000**) (section 5.7.iii)
 - xii. **£584,000** from the Ambition Fund Reserve to the Community, Equality, Partnerships and Performance RSSS portfolio

- relating to the Just About Managing project to cover the costs associated with the Working Families Initiative (section 5.13.iii)
- xiii. **£220,000** from the Ambition Fund Reserve to the Adult Social Care and Health portfolio towards funding for Mental Health (section 5.1.iv)
 - xiv. **£187,000** from the Covid Equalisation Reserve to the Community, Equality, Partnerships and Performance RSSS (**£44,000**) and Leader RSSS portfolio (**£143,000**) to the Communications and Marketing team for pandemic related media campaigns (sections 5.13.iii & 5.16.ii).
 - xv. **£383,000** from the Transformation reserve to the Children's Services and Early Years portfolio to support the Divisional Based Intervention Team within the Children's Sustainability Programme (section 5.2.ii)
 - xvi. **£33,000** from the Transformation Reserve to the Finance, Resources and Corporate Affairs RSSS portfolio relating to Technology Services Portfolio project. This was previously approved (FP/387/03/19) but has time lapsed (section 5.15.iii)
 - xvii. **£28,000** from the Quadrennial Election Reserve to the Community, Equality, Partnerships and Performance portfolio relating to costs of the May 2021 elections (section 5.3.ii)
 - xviii. **£25,000** from the Collection Fund Risk Reserve to the Finance, Resources and Corporate Affairs RSSS portfolio to support analysis of the pandemic impact (section 5.15.iii).
 - xix. **£125,000** from the Covid Equalisation Reserve to the Children's Services and Early Years portfolio for the Family Innovation Fund Extra (section 5.2.ii)

2. To appropriate funds to reserves as follows:

- i. **£2.5m** to the Children's Transformation Reserve from the Children's Services and Early Years portfolio appropriating the Social Care Grant settlement to the reserve until it is required (section 5.2.ii)
- ii. **£2.3m** to the Waste Reserve from the Waste Reduction and Recycling portfolio due to a lower inflationary increase than budgeted (section 5.11.iii)
- iii. **£1.1m** to the Commercial Investment in Essex Places Reserve from the Finance, Resources and Corporate Affairs RSSS portfolio due to the receipt following the sale of Schools payroll (section 5.15.iii)
- iv. **£6,000** to the Community Initiatives Fund Reserve from Community, Equality, Partnerships and Performance portfolio following receipt of grant, which will be utilised before planned use of reserves (section 5.3.ii)
- v. **£314,000** to the Private Finance Initiatives (PFI) Equalisation Reserves from the Education Excellence, Skills and Training Portfolio in relation to Building Schools for the Future (section 5.7.iii)

- vi. **£150,000** to the Technology Solutions Reserve from the Finance, Resources and Corporate Affairs RSSS portfolio to support future years Technology programmes (section 5.15.iii)
3. To approve the following adjustments:
- i. Transfer the balance of funds relating to the Children's Sustainability programme, which are currently ringfenced in the Transformation reserve, to the Children's Transformation Reserve. The balance to be moved, after requests in this report, is **£3m**.
 - ii. Agree to fund all future requests to withdraw money from reserves against decisions previously taken with respect to providing additional funding to services for COVID related reasons from the COVID Equalisation reserve, rather than the reserve(s) originally agreed.
 - iii. Agreement is therefore sought that up to **£16.8m** which has not been drawn down but which was previously authorised to be drawn down from various sources (as set out in **Appendix E**) will now, if required, be drawn down from Covid Equalisation Reserve.
 - vi. Vire **£33,000** from the Community, Equality, Partnerships and Performance portfolio to Devolution, Art, Heritage and Culture Portfolio to fund an additional post in relation to Brexit within Trading Standards (sections 5.3.ii & 5.4.ii)
 - v. Vire **£40,000** from Community, Equality, Partnerships and Performance portfolio to Community, Equality, Partnerships and Performance RSSS portfolio to align delivery of a saving from Strategic Partnerships to Equalities and Diversity (sections 5.3.ii & 5.13.iii)
 - vi. Agree that authority is given to draw down up to **£13m** from the Waste Reserve on an incremental basis but that the money may be drawn down in phases as determined by the Executive Director, Corporate Services in consultation with the Cabinet Member for Finance, Resources and Corporate Affairs to resource the resolution of a dispute (including the referring of the dispute to litigation). This reflects the change in post title and structure of the original authorisation FP/655/11/16.
 - vii. To create a new Equalities Fund Reserve to set aside resources to support the focus on the people and places where the council can make the biggest difference to improve lives, and to transfer **£10.3m** from the Collection Fund Risk Reserve to this reserve.
 - viii. To amend the capital budget as shown in Appendices C (i) and C (ii) which allows for capital slippage of **£21.7m**, capital budget additions of **£15.1m**, capital budget reductions of **£1.5m** and advanced works of **£2m** (see section 7.2).

6. Essex Housing - Annual Delivery Plan 2021/22 (FP/077/05/21)

The Cabinet received a report advising that Essex Housing Development LLP was required to prepare an Annual Delivery Plan for Essex Housing that ECC would be asked to consider and approve. The report sought approval of the Annual Delivery Plan for 2021/22.

The Cabinet Member for Economic Renewal, Infrastructure and Planning would provide a written response to questions from Councillor Mackrory and Pond in relation to forecast reductions in the level of capital programme expenditure from 2023/24 through to 2025/26 and the level of expected net receipts to the Council over the next five years.

Resolved:

1. To agree the Essex Housing Annual Delivery Plan 2021/22 contained in the Confidential Appendix.
2. To note that further formal decisions will need to be taken for each site for development, financing, and land disposal to Essex Housing Development LLP for 2021/22 as set out in paragraph 3.7.

7. Land at Hamberts Farm South Woodham Ferrers - Residential Development (FP/058/04/21)

The Cabinet received a report seeking approval to enter into a contract with Countryside Properties (UK) Limited ('Countryside') in relation to Essex County Council's (ECC) Hamberts Farm site.

The Cabinet Member for Economic Renewal, Infrastructure and Planning responded to questions from Councillors Massey and Mackrory in relation to the provision of a primary school on the site and measures to ensure that sustainable travel was embedded within the development.

Resolved:

1. To agree that subject to the remaining recommendations the Council should enter into an option agreement with Countryside for the disposal of its interest in the land at South Woodham Ferrers shown outlined red on appendix A1 on the terms set out in the report.
2. To agree that subject to 1. the Director, Performance, Investment and Capital Delivery may determine the terms of the agreement in consultation with the Director, Legal and Assurance.
3. To agree that the option agreement may not be entered into until the Director, Performance, Investment and Delivery, in consultation with the Cabinet Member for Economic Renewal, Infrastructure and Planning, and the Director, Legal and Assurance is satisfied that Countryside Properties

(UK) Limited is giving sufficient security for the potential overage payments.

8. Intensive Coaching Service for Young People in Care (FP/082/06/21)

The Cabinet received a report advising that the current Department for Education (DfE) funding for the intensive coaching support programme would cease on 30 June 2022. It was proposed that this service was recommissioned and funded by ECC to ensure that provision continued post cessation of the DfE funding. Prior to consideration of the report the Cabinet were advised of a data error in section 3.4 which should have stated that the looked after children figures in Essex had reduced from 1,580 in 2010/11 to 1,079 in 2020/21.

The Cabinet Member for Children's Services and Early Years responded to questions from Councillors Mackrory and King in relation to the cost benefit ratio and the potential for the related investment line to be extended or enhanced.

Resolved:

1. To agree to procure a contract for the provision of Inside Out coaching for vulnerable young people in care in Essex, Hertfordshire and Norfolk using an open, single stage procurement procedure for an initial 3-year contract term from 1 July 2022, with a 1 year plus 1 year option to extend to 2027.
2. To agree that ECC act as lead commissioner of the procurement of the Inside Out coaching Programme on behalf of Hertfordshire County Council and Norfolk County Council.
3. To agree that the total contract value for all 3 Councils over a 5 year period will be £5.1m. The annual contract value for the Council will be £340,000 for the duration of the contract.
4. To agree that the evaluation model for the procurement will be based on 30% price and 70% quality, of which 10% of the quality criteria will assess social value.
5. To agree that the Director for Commissioning, Children and Families is authorised to approve the detailed evaluation model to be used for the procurement in consultation with Hertfordshire County Council and Norfolk County Council.
6. To agree that the Cabinet Member, Children's Services and Early Years is authorised to agree the terms of and award the contract to the successful bidder.
7. To agree that the Cabinet Member, Children's Services and Early Years is authorised to agree the terms of the Collaboration Agreement with Hertfordshire County Council and Norfolk County Council.

8. To agree that the Children's Services and Early Years portfolio is increased by £255,000 for 2022/23 with a full year effect of £340,000 in 2023/24. This will increase the budget gap of the Council's Medium Term Resource Strategy and will require a sustainable financial mitigation to be identified from the Children's Services and Early Years portfolio as part of the 2022/23 budget setting process.
9. **Procurement of the Substance Misuse Specialist Treatment and Recovery Service (FP/060/04/21)**

The Cabinet received a report advising that the Council had historically commissioned substance misuse, drug and alcohol, treatment and recovery services via the Public Health Grant. The contract for the delivery of the current substance misuse specialist prescribing service, an integral part of the wider treatment and recovery system, would expire on 31 March 2022. A new service was needed to comply with the terms of the grant, and to ensure this element of the treatment system was available to residents.

The Cabinet Member for Health and Adult Social Care responded to questions from Councillors Pond and King in relation to the Safe Van initiative in Glasgow, and work undertaken to develop a shared understanding of demand with colleagues from Public Health England.

Written responses would also be provided to Councillors Mackrory and King in relation to the role of the charitable and voluntary sector within the service and the Council's response to the second part of Dame Carol Black's independent review.

Resolved:

1. To agree to procure a contract for the provision of a substance misuse Specialist treatment and recovery service for Essex residents suffering with drug and alcohol misuse using an open, single stage procurement procedure for a 7-year contract term commencing in April 2022.
2. To agree that the provision of this service over the 7-year term will have a maximum total expenditure of £30.3m based on an annual spend of circa £4.3m.
3. To agree that the service will be procured using an evaluation model based on 30% price and 70% quality, of which 10% of the quality score will relate to social value.
4. To agree that the Executive Director, Place and Public Health is authorised to agree the detailed evaluation model for the procurement.
5. To agree that the Cabinet Member for Adult Social Care and Health is authorised to award the contract to the successful bidder.

10. **Decisions taken by or in consultation with Cabinet Members (FP/086/06/21)**

The report was noted.

11. **Date of the next meeting**

The next meeting of the Cabinet would take place on the morning of Tuesday, 21 September 2021, with the venue and time to be confirmed.

12. **Urgent Business**

There was no urgent business.

13. **Confidential Appendix: Essex Housing - Annual Delivery Plan 2021/22 (FP/077/05/21) (Public and press excluded)**

The confidential appendix to report FP/077/05/21, to which minute 6., above, refers was agreed.

14. **Confidential Appendix: Land at Hamberts Farm South Woodham Ferrers - Residential Development (FP/058/04/21) (Public and press excluded)**

The confidential appendix to report FP/033/03/21, to which minute 7., above, refers was agreed.

15. **Urgent exempt business (Public and press excluded)**

There was no urgent exempt business.

There being no further business, the meeting closed at 11.15am.

Minutes of a meeting of the Cabinet that took place in the Council Chamber at County Hall on Tuesday 21 September 2021

Present:

Councillor	Cabinet Member Responsibility
Councillor L McKinlay	Deputy Leader and Community, Equality, Partnerships and Performance (Chairman)
Councillor T Ball	Education Excellence, Life Long Learning and Employability
Councillor M Buckley	Waste Reduction and Recycling
Councillor G Butland	Devolution, the Arts, Heritage and Culture
Councillor B Egan	Children's Services and Early Years
Councillor L Scott	Highways Maintenance and Sustainable Transport
Councillor J Spence	Health and Adult Social Care
Councillor L Wagland	Economic Renewal, Infrastructure and Planning

Councillors Henderson, Mackrory, Pond, King, Schwier, Platt, Durham and Steptoe were also present.

1. **Membership, Apologies, Substitutions and Declarations of Interest.**

The report of Membership, Apologies and Declarations was received and the following were noted:

1. There had been no changes of membership since the last report.
2. Apologies were received from Councillors Bentley and Whitbread.
3. There were no declarations of interest.

2. **Minutes of Previous Meetings**

The Minutes of the meeting held on 29 July 2021 were approved as a true record and signed by the Chairman.

3. **Questions from the public**

There were none.

4. **The Future of On-street Parking in Essex – Delegation of Civil Parking Enforcement (FP/106/07/21)**

The Cabinet's approval was sought to renew the arrangements currently in place for the enforcement of on-street parking contraventions, due to expire at the end of March 2022.

The Cabinet Member for Highways Maintenance and Sustainable Transport would provide a written answer to Councillor King in respect of the strategic

highways projects to be funded by any remaining surplus funds at the end of each financial year.

Resolved:

1. To agree to enter into joint committee agreements under which the Council delegates civil parking enforcement to two area Joint Committee with the same areas as the current joint committees with effect from 1 April 2022 for a period of five years with an option to extend for a further twelve months on three consecutive occasions.
2. To agree that the Director, Highways and Transportation is authorised to agree the terms of the two new Joint Committee Agreements in consultation with the Monitoring Officer.

5. Award of Residual Waste Service Orders (FP/126/08/21)

The Cabinet's approval was sought to the award of call-off contracts from the framework agreement for the treatment and disposal of residual waste established by the Council in October 2017 to secure the Council's short term residual waste disposal requirements.

The Cabinet Member for Waste Reduction and Recycling responded to questions from Councillors Henderson, Mackrory and Pond in respect of the anticipated timescales for cessation of the use of landfill as a primary waste disposal route, the disposal of refuse derived fuel, the potential for haulage issues, possible costs should the Bellhouse landfill site not be available, the costs incurred in respect of the service orders and the position in respect of the mechanical biological treatment facility (MBT).

A further written answer would be provided to Councillor Henderson in respect of the environmental impact of extending the life of the Bellhouse landfill site. The Cabinet Member for Waste Reduction and Recycling also agreed that once the legal action in respect of the MBT facility had been concluded a briefing would be provided to all Members.

Resolved:

To agree to award service orders to the waste disposal providers detailed in paragraph 3.8 of the report for a period of up to 18 months commencing on 1 October 2022.

6. Walnut Tree Pupil Referral Unit (PRU) – new 80 place PRU on surplus land at new Paxman Academy, Colchester (FP/111/07/21)

The Cabinet considered a report seeking its agreement to provide 80 places of a Pupil Referral Unit (PRU) on vacant land at the new Paxman Academy, Colchester which had been earmarked for new provision. Approval was also sought to lease the site to Keys Co-operative Academy Trust, the operator of the existing facility at Turner Road, Colchester. Both sites would be run as a

single pupil referral unit. The report explained how the proposed building would contribute to reducing carbon emissions.

The Cabinet Member for Education Excellence, Life Long Learning and Employability responded to a question from Councillor King with regards to the development of the highway plan for the Pupil Referral. Written answers would also be provided to all opposition group leaders in respect of the measures taken to reduce the need for this type of facility in future including early intervention measures, and the success rate of pupils returning to mainstream schooling.

Resolved:

1. To agree that the Council will support the construction of an establishment of a new pupil referral site with a capacity of 80 places on surplus land adjacent to Paxman Academy, Colchester to be known as the Walnut Tree site which will be managed by Keys Co-operative Academy Trust as part of its current PRU provision.
2. To agree the procurement of the associated building works for Walnut Tree through a two-stage design and build mini competition using the Essex Construction Framework 2.
3. To authorise the Head of Infrastructure Delivery to award the contract to the successful bidder, when he is content that the following conditions have been met:
 - a. A satisfactory planning permission has been granted; and
 - b. The construction costs are within the agreed budget and represent value for money.
 - c. Collateral warranties are in place between the bidder and the end user of the building
 - d. a funding agreement between the Secretary of State for Education and the Keys Co-operative Academy Trust allows the trust to expand on this site.
4. To approve the capital budget for construction and associated project fees as per the profile stated in the confidential financial appendix.
5. To agree to lease the new PRU building to Keys Co-operative Academy Trust on a 125 year term at nominal rent.
7. **Decisions taken by or in consultation with Cabinet Members (FP/086/06/21)**

The report was noted. The Cabinet Member for Economic Renewal, Infrastructure and Planning responded to a question from Councillor Mackrory in respect of FP/131/08/21 – Shire Hall, Chelmsford – extension of time for Agreement for Lease.

8. **Date of the next meeting**

The next meeting of the Cabinet would take place at 10.15am on Friday 15 October 2021 in the Council Chamber at County Hall, Chelmsford.

9. **Urgent Business**

There was no urgent business.

10. **Confidential Appendix: Award of Residual Waste Service Orders (FP/126/08/21) (Public and press excluded)**

The confidential appendix to report FP/126/08/21, to which minute 5, above, refers was agreed.

11. **Confidential Appendix: Walnut Tree Pupil Referral Unit (PRU) – new 80 place PRU on surplus land at new Paxman Academy, Colchester (FP/111/07/21) (Public and press excluded)**

The confidential appendix to report FP/111/07/21, to which minute 6, above, refers was agreed.

12. **Urgent exempt business (Public and press excluded)**

There was no urgent exempt business.

There being no further business, the meeting closed at 10.50am.

Council Issues

1. Points of Order

- 1.1 The Constitution currently allows members to raise a 'point of personal explanation' where a statement they made earlier in the debate appears to have been misunderstood. Such points may only be raised with the permission of the Chairman.
- 1.2 It has been raised that this is quite a narrow right, and that during debates members may sometimes refer to things allegedly said by other members in a different debate or even at a different meeting or on an informal occasion.
- 1.3 Whilst it is undesirable to get into lengthy debates on what was previously said – or not said – on another occasion, the current rules can leave members feeling that previous statements have been misrepresented without them having the opportunity to present their point of view on the representation.
- 1.4 It is therefore proposed to expand the scope of a 'point of personal explanation' to allow a member to raise a point of personal explanation if another member has referred to something the first member is claimed to have said, regardless of when the statement was made.
- 1.5 All points of personal explanation will continue to require permission of the Chairman.

Recommendation:

Amend paragraph 16.9.15 of the constitution to read as set out below:

16.9.14 Points of order or personal explanation

A member may rise on a point of order or by leave of the Chairman in personal explanation and shall be entitled to be heard forthwith.

A point of order may only relate to an alleged breach of a Standing Order or statutory provision and the member shall specify the Standing Order or statutory provision and the way in which they ~~he~~-considers it has been broken.

A personal explanation shall be confined to some material part of a ~~former~~ speech-statement made at any time by that member which may appear to have been misunderstood or misrepresented in the present debate.

2. Responses to executive statements

- 2.1 The constitution currently allows an executive statement to be made at every meeting and the Chairman will then allow a period of time for members to ask questions.

- 2.2 It has been raised that opposition group leaders may have no questions to ask but may wish to make a brief speech in reply.
- 2.3 It is therefore proposed to amend the constitution to allow opposition group leaders to make a speech in reply to an executive statement of up to three minutes.
- 2.4 This is in addition to the rules which requires the chairman to make a period of time available for any member to ask questions.

Recommendation

That paragraph 16.9.11 (vii) of the constitution be replaced with new paragraphs (vii) and (viii) as shown below:

(vii) The Chairman will then invite leaders of opposition groups (or a member nominated by them) to make a statement in reply for up to three minutes.

(viii) The Chairman will then invite questions from Members of the Council for a period of time at his discretion. The originator of the Statement shall respond to the questions as they are raised.

3. Amendments to List of Approved Bodies

- 3.1 Appendix 3 of Part 26 of the Constitution is a list of Approved Bodies. Members appointed as the County Council's representatives to Approved Bodies may claim expenses from the Council for attending meetings if they do not receive payment from any other organisation.
- 3.2 The list of Approved Bodies is subject to change and the Council's representatives are appointed by the relevant Cabinet Member.

Recommendations

1. That the list of Approved Bodies in Appendix 3 of Part 26 of the Constitution be amended to remove

- a) The East of England Energy Group
- b) Age UK
- c) Hadleigh Country Park and
- d) LGA City Regions

and be amended to add

- a) Jaywick Sands Community Forum
- b) LGA Coastal Special Interest Group

2. Council is also asked to note that

- a) The representative appointed to the Jaywick Sands Community Forum is Councillor Honeywood

- b) The representative appointed to the LGA Coastal Special Interest Group is Councillor Platt.

2. Dates of future meetings of Council

The dates of the future meetings of Council have been agreed to be Tuesday 7 December 2021 and Thursday 10 February 2022 but it is necessary to schedule meetings to be held for the remainder of 2022.

Recommendations:

1. That the Council meetings scheduled to be on Tuesday 7 December 2021 and Thursday 10 February 2022 remain unchanged
2. That the dates of Council meetings in 2022 be on the following Tuesdays, 10 February, 10 May, 12 July, 11 October and 13 December.