



Essex County Council

People and Families Policy and Scrutiny Committee

09:45	Thursday, 12 May 2022	Council Chamber County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

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		Pages
**	Private Pre-Meeting for PAF Members Please note that there will be a virtual private pre-meeting for members at 4.00pm on Wednesday 11 May.	
1	Membership, Apologies, Substitutions and Declarations of Interest	4 - 5
2	Election of Vice-Chairmen for 2022/23 Municipal Year	
3	Minutes: 14 April 2022 To approve as a correct record the minutes of the meeting held on 14 April 2022 and consider matters arising.	6 - 15
4	Questions from the Public A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. Please note that members of the public wishing to ask a question must email democratic.services@essex.gov.uk by noon the day before the meeting (Wednesday 11 May 2022) and that questions must relate to an item on the agenda for the meeting.	
5	Supporting Hospital Discharges	16 - 22
6	Adult Community Learning Strategy	23 - 35
7	Work Programme	36 - 38
8	Date of Next Meeting To note that the next meeting will be held on Thursday 16 June 2022, in County Hall.	

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Urgent Business

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

Exempt Items

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

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

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Urgent Exempt Business

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

Agenda item 1

Committee: People and Families Policy and Scrutiny Committee

Enquiries to: Graham Hughes, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

The Political groups have reviewed and updated their nominations for various committees including the People and Families Policy and Scrutiny Committee (PAF). The following changes have been proposed and is subject to approval at Full Council on 10 May 2022.

1. Councillor Lynette Bowers-Flint will no longer serve on the Committee;
2. Councillor Ian Grundy will be appointed in her place.

PEOPLE AND FAMILIES POLICY AND SCRUTINY COMMITTEE (14 + 4)

(10 Con: 1 Lab: 1 LD: 2 NAG + 4 Co-opted)

Susan Barker

Mark Durham

Jane Fleming

Marie Goldman

Ray Gooding

Chairman

Ian Grundy

Carlo Guglielmi

June Lumley

Peter May

Aidan McGurran

Ross Playle

Laureen Shaw

Wendy Stamp

Andy Wiles

Conservative Subs:

Jeff Henry

Jaymey McIvor

Labour Sub:

Lee Scordis

Liberal Democrat Sub:

Mark Cory

Non-elected Members

Christine Martin (St John Payne Roman Catholic School - Catholic diocese representative)

Co-opted educational representative members may advise and vote on all matters relating to children's services in schools. Two places are available for church Diocesan representatives. Two further places are available for parent governors at maintained schools in Essex (one primary and one secondary school). To date one representative is in place as above. A review of representation is underway.

Recommendations:

To note

1. Changes to the substantive Membership as shown on the previous page.
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 10.15am on Thursday, 14 April 2022 in the Council Chamber, County Hall, Chelmsford.

Present:

County Councillors:

R Gooding (Chairman)

S Barker

L Bowers-Flint (participated via Zoom)

J Fleming

C Guglielmi (Vice Chairman)

D King (substitute)

J Lumley (participated via Zoom)

P May (Vice Chairman)

A McGurran

L Shaw

W Stamp (participated via Zoom)

A Wiles

Graham Hughes, Senior Democratic Services Officer and Gemma Bint, Democratic Services Officer were also present. Sharon Westfield de Cortez from Healthwatch Essex participated via Zoom.

1 Membership, Apologies, Substitutions and Declarations of Interest

The report on Membership, Apologies, Substitutions and Declarations was received. Apologies for absence had been received from Councillors Mark Durham, Marie Goldman (for whom Councillor David King was substituting) and Ross Playle.

2 Minutes

The minutes of the meeting held on 10 March 2022 were approved as a true record and signed by the Chairman.

3 Questions from the public

There were none.

4 Education Co-opted Members

The Committee noted report PAF/08/22 comprising of an update on a change to the process for seeking nominations to serve as an Education representative on the Committee, which was approved by Full Council in

February, as well as new attempts to increase the current representation on the Committee.

5 Essex Safeguarding Children Board update

The Committee considered report PAF/09/2022 comprising of the latest update on the Essex Safeguarding Children Board (ESCB).

The following people from Essex County Council attended the meeting to provide the update and respond to questions:

David Archibald, Independent Chair Facilitator

Alison Cutler, Essex Safeguarding Children Board Business and Performance Manager

Andrew Packer, Deputy Chief Superintendent – Essex Police

Jane Kinniburgh, NHS West Essex Clinical Commissioning Group

Paul Secker, Director – Safeguarding and Quality Assurance (C&F)

The Committee noted that the three statutory partners had joint and equal full accountability for the Board's oversight of safeguarding arrangements in Essex. In Essex there had been a move towards equal funding of the partnership by each of the three partners.

During the discussion the following points were highlighted, raised and/or noted:

- (i) The Independent Chairman had stressed that continuity was very important in relation to the operation and effectiveness of the ESCB and that he had expressed some anxiety about the ongoing NHS organisational changes and the possible distraction of the transition to Integrated Care Systems. He had asked for a standard Board agenda item on the progress of NHS changes.
- (ii) During the pandemic it had been important to focus on children that were hidden from professional view. Priority ratings were given for children and young people who were considered to be at the highest risk.
- (iii) The last six months had continued to be extremely difficult, with staff across most of the agencies involved in safeguarding exhausted. Recruitment and retention of staff across the whole system had become a big issue nationally.

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- (iv) Members encouraged the promotion of career opportunities in schools.
 - (v) Officers believed that the level of training opportunities and support given to staff in Essex was as good as anywhere and local agencies were looking at how to use staff more flexibly across the system.
 - (vi) More frontline social workers were needed and their jobs needed to be made more manageable. ECC had recently upgraded some hourly rates for agency staff.
 - (vii) ECC had reached out to re-employ some former employees during the pandemic. There had been a range of reasons for them to leave in the first place including no longer able or willing to continue to serve on the front-line.
 - (viii) The pandemic had adversely impacted on young people's emotional health, depression, anxiety and eating disorders had increased significantly. This has put more pressure on services. There was an indication that some early help services may not have been as effective due to pandemic.
 - (ix) There was a single point of access to the children's emotional wellbeing and mental health service where individuals and parents could self-refer and did not need a formal referral from a GP or other professional.
 - (x) There were extreme pressures on child placements and finding residential placements was incredibly difficult. There were examples where young people with challenging behaviour were ending up being placed on paediatric wards.
 - (xi) It was suggested that there needed to be more national oversight to assess the level of need for secure beds. Placements could be a long way from home but agencies did try to minimise the length of time spent in them but the young people impacted were extremely at risk individuals.
 - (xii) The Board held four executive meetings a year and had also started to add extra meetings as and when they were required.
 - (xiii) Members encouraged more focus on confronting knife crime and supporting those most vulnerable including those in Pupil Referral Units.
 - (xiv) Members encouraged Police initiatives for further links with community groups.

- (xv) Concern was raised regarding the children being home educated and the possible barrier this could cause to hearing their voice and engaging with them.
- (xvi) Serious Case Reviews were very time consuming although it was stressed that there were designated and dedicated nurses to link into these reviews so staff were not taken away from front-line work. There was also a separate child death review team to help identify lessons learnt.

Conclusion:

The following was agreed:

- (i) Information on accessing services in the Dengie area to be provided to Councillor Stamp;
- (ii) More knife bins should be placed in smaller towns, including placing them within Essex libraries to prevent vandalism.

Members would further discuss their broader conclusions after the meeting and follow-these up with the Independent Chairman.

[FILE NOTE: these were subsequently agreed and covered:

- (i) Ensuring the MASA arrangements remained fit for purpose and were regularly reviewed;
- (ii) Ensuring that Board activities were streamlined and avoided duplication;
- (iii) Ensuring continued prioritisation and vigilance on County Lines and drug gangs;
- (iv) Considering stronger links to the County Council's aspirations and priorities in their Everyone's Essex Strategy.]

Contributors were thanked for their attendance and left the meeting.

6 Our Co-Parenting Strategy – How we do Corporate Parenting in Essex

The Committee considered report PAF/10/2022 comprising of an update on the new Co-Parenting Strategy.

The following people from Essex County Council attended the meeting to introduce the item and respond to questions:

Cllr Beverley Egan, Cabinet Member for Children's Services and Early Years (via Zoom)

Sukriti Sen, Director of Local Delivery

Jo Boyd-Wallis, Senior Strategy Advisor

During the discussion the following points were highlighted, raised and/or noted:

- (i) There was a legal duty to oversee the care and support for looked-after-children and publish a suitable corporate parenting strategy with local ambitions including after-care.
- (ii) The updated Strategy had been co-produced with children in care and care leavers.
- (iii) The divisional based intervention teams had been expanded, the team connected and reunited children in care with their families.
- (iv) ECC had invested heavily in the fostering service, which had focused on wrap-around support for foster carers with difficult children.
- (v) With the support of district, borough and city councils, council tax exemption had been put in place for care leavers.
- (vi) A positive care leavers regulatory inspection had taken place in October 2021, although it had stated that the voice of young people should be reflected in the new strategy.
- (vii) Measurable outcomes that ECC were held accountable to had been included in the Strategy.
- (viii) Seven outcomes had been identified to focus on in the Strategy.
- (ix) Care leavers received an allowance every week and, if there was a specific need, additional payments might be made.
- (x) There was a national challenge around sufficiency of suitable placements for children in care and care leavers. There was a lot of competition in terms of residential provision. When children from other local authorities were placed within residential accommodation or fostering accommodation in Essex, it became more difficult to find placements for children who came into the care system in Essex.
- (xi) In terms of allocation of housing for care leavers, there were some differences amongst district/borough councils around how

housing was allocated to care leavers and it did create challenges.

Conclusion:

It was agreed that:

- (i) A Champion within each district/borough for children in care and care leavers should be considered.
- (ii) Priority policies on housing allocation to help give young people the opportunity to progress in life be considered.
- (iii) For context in the Strategy that figures be included within the introduction section showing the number of children taken into care in the last three years.
- (iv) The paragraph regarding co-grandparents in the Strategy be expanded.
- (v) Further consideration be given to increasing the corporate parenting role at Full Council.
- (vi) Further consideration be given to how to encourage other anchor organisations to help and that a guarantee of a job interview could be a significant first step.

Contributors were thanked for their attendance and left the meeting.

7 Work Programme

The Committee considered and discussed report PAF/11/22 comprising the work programme for the committee.

8 Date of Next Meeting

It was noted that the next meeting was scheduled to be held on Thursday 12 May 2022.

There being no further business the meeting closed at 12.53pm.

Chairman

MATTERS ARISING (page 1 of 4)

Date	Agenda item	Action	Status
14 April 2022	Essex Safeguarding Children Board update	Information on accessing services in the Dengie area to be provided to Councillor Stamp	TBC
		More knife bins should be placed in smaller towns, including placing them within Essex libraries to prevent vandalism	TBC
		Broader conclusions around (i) MASA arrangements, (ii) further streamlining Board activities, (iii) continued focus on County Lines and (iv) stronger links to Everyone's Essex aspirations and priorities, to be taken up with the Independent Chairman	TBC
	Our Co-Parenting Strategy – How we do Corporate Parenting in Essex	A Champion within each district/borough for children in care and care leavers should be considered	TBC
		Priority policies on housing allocation to help give young people the opportunity to progress in life be considered	TBC
		That figures be included within the introduction section showing the number of children taken into care in the last three years	TBC

Date	Agenda Item	Action	Status
		The paragraph regarding co-grandparents in the Strategy be expanded	TBC
		Further consideration be given to increasing the corporate parenting role at Full Council	TBC
		Further consideration be given to how to encourage other anchor organisations to help and that a guarantee of a job interview could be a significant first step.	TBC
10 March 2022	Consultation and development of the new library plan: Everyone's Library Service 2022 - 2026	Encouraged ongoing work with individuals, partners and other groups to continue to reach out to those residents not currently using libraries. Encouraged trying to further expand the number of subscribers for the library newsletter.	TBC/ to follow up at next update
		To consider whether further breakdown and analysis of responses and feedback was possible to see if certain types of usage could be identified in certain areas for example.	TBC/ to follow up at next update
		To look at how future communications can be further targeted to improve interaction with local groups and organisations including school-aged children.	TBC/ to follow up at next update
		To look further at the pre-pandemic launch of the London Library Community Fridge initiative to see if something similar was possible and viable in Essex.	TBC/ to follow up at next update
		To consider adding virtual tours of some libraries onto ECC's website.	TBC/ to follow up at next update

Date	Agenda Item	Action	Status
		A further update on promoting literacy may better be incorporated into the next committee discussion on educational attainment planned for the summer.	To be raised in preparatory planning discussions for educational attainment item.
		Factoring in aspirations and changes for some library buildings with the capital programme.	Likely to be follow-up scrutiny work specifically for the Place Services and Economic Growth Committee.
		It was agreed to provide a further update and more detailed implementation plan in approximately six months' time.	Added to Work Programme
3 February 2022	SEND Strategy	That there would be a further update to the Committee as the Strategy developed into implementation.	To be scheduled into Work Programme in consultation with officers
		To report back on the ongoing evaluation between investing in specialist schools and where/when to incorporate into mainstream and more detail on relevant aspects of planned capital programme;	TBC
		That a brief written response be provided on how climate considerations were to be incorporated in the approach to home to school transport in future.	TBC
		Further information would be circulated on the Young People's POET challenge, how families can share their views with the independent parent carer network for Essex through a virtual graffiti wall, and the newsletter for families.	Links provided as follows: http://www.essexlocaloffer.org.uk/yp-poet/ https://essexfamilyforum.org/parent-surveys-and-feedback/virtual-graffiti-wall/

Date	Agenda Item	Action	Status
3 February 2022	Early Years' and Childcare Strategy	I Can Do advice to be distributed.	TBC
		Further information to be provided on the rates of school readiness	TBC
		A further update to be scheduled to review progress.	TBC
		To include in the next update, some further information on the consideration of the environmental impact of Early Years' settings and work planned with providers on this.	TBC
9 December 2021	Adult Social Care and Health portfolio priorities	Further detail on the Multi-Disciplinary Team project operating in Tendring to be provided	Separate process underway with local Tendring members - TBC
9 December 2021	Adult Social Care and Health portfolio priorities	Officers would doublecheck that training on cooking skills and recipes aligned with the typical content of food bank programmes	TBC
9 December 2021	Adult Social Care and Health portfolio priorities	That a more detailed update on carers would be brought to a future meeting	To be scheduled
9 December 2021	Adult Social Care and Health portfolio priorities	Further information to be provided about information and support available for and targeted at grandparents who had caring duties.	To be included in the above more detailed carers update.
9 December 2021	Adult Social Care and Health portfolio priorities	Officers would follow-up with Councillor Fleming on the Maldon Day Centre respite care local practice to ascertain if it could be developed elsewhere	Cllr Fleming to confirm.
9 December 2021	Adult Social Care and Health portfolio priorities	Further information to be provided on 'Houses for Life' and closer collaboration and sharing information with Districts on local needs and addressing geographical differences.	To be scheduled for a future meeting – probably April or May 2022 meeting.

Report title: Supporting Hospital Discharges	
Report to: People and Families Policy and Scrutiny Committee	
Report author: Peter Fairley – Director Strategy, Policy and Integration, and Moira McGrath Director of Commissioning (ASC)	
Date: 12 May 2022	For: Consideration
Enquiries to: Russell White – Head of Programme (Connect), Matthew Barnett – Head of Strategic Commissioning and Policy, and Jane Barber – Integration and Partnership Locality Lead	

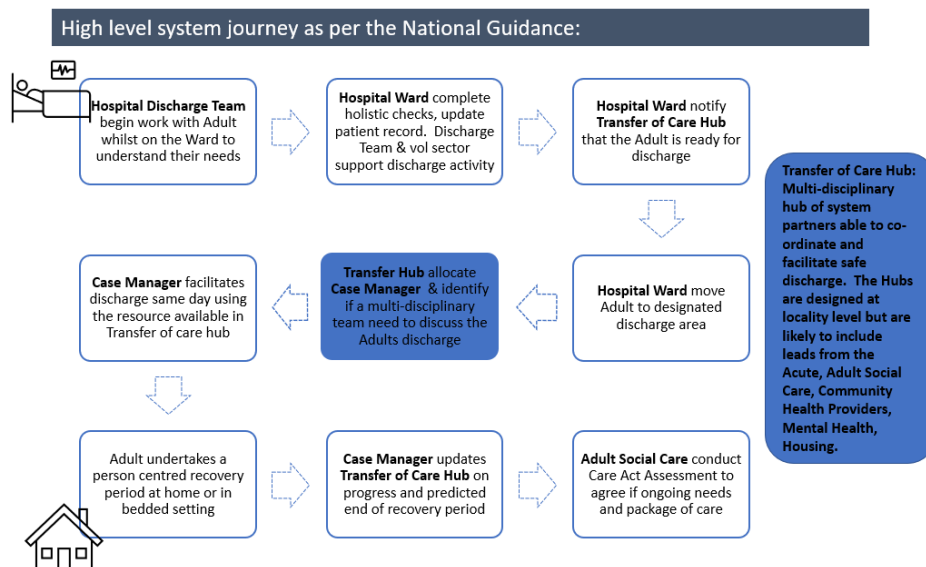
1. Purpose

This briefing note is to support discussion at the PAF scrutiny committee on 12 May via outlining the current challenges and mitigations in relation to achieving good discharge flows from acute hospital provision in Essex. It will cover three core strands:

- Actions taken over winter and more recently, to support the care market
- Our review of 'Discharge to Assess' (D2a) arrangements in Essex (D2a is the mandated model for supporting people to leave hospital)
- An update on the Connect project (Connect is the countywide programme of work to optimise the processes and services which support discharge)

2. Background

The timely and appropriate discharge of people from hospital is vital to ensure acute capacity is available for those who need it, and that people are able to regain their independence as quickly and as fully as possible following a hospital stay. The system that supports hospital flow is complex and involves many factors including workforce capacity, process design, contracted provision to support discharge (and avoid admission) and adherence to both statutory legislation and good practice guidance. The diagram below, illustrates the discharge from hospital pathway:



The Covid-19 pandemic has proved a particular challenge for supporting hospital discharges. It has had an impact on the way hospitals operate to ensure infection control, and on the supply and functioning of discharge pathways (for example, testing and procedures in care homes, workforce recruitment in the community-based services, like reablement and domiciliary care, that are needed to meet additional demand). Further challenges have included rising inflation, particular geographies with insufficient workforce supply restricting capacity in domiciliary care and reablement, exacerbated by a loss of care workforce as adjacent sectors opening up after Covid, for example hospitality and retail.

Broadly, the Council has responded in three ways;

- Solutions to maintain the viability of care providers who are involved in the discharge pathway, and optimisation of current supply including via process improvement and relationship development – maximising and ensuring the viability of available capacity in the domiciliary care market
- Implementing New Ways of Working, and new local data and dashboards for system leaders, that support operational staff in their daily work with adults leaving acute hospital care, Reablement Care and adults receiving Assessment in the community – driving down the demand for domiciliary care.
- Embedding of the recommended D2a arrangements and guidance; and the necessary work on interfacing with the NHS that this involves – ensuring effective use of domiciliary care, and supporting strong leadership of systems impacted by the fluctuating availability in domiciliary care.

These will be covered in the course of this paper.

3. Actions taken to support the care market

Care markets are vital to the smooth discharge of people from acute hospitals via ensuring support is available for those who need it in order to return home. Particular challenges faced by this system as it approached Winter 2021-22 included:

- long term trend toward care at home accelerating at a speed which the domiciliary care market was struggling to absorb
- Fee levels for domiciliary care being comparatively low (13th out of 15 County Councils, 2020/21 CIPFA statistical neighbours) meaning providers of these services struggling to retain or recruit staff who are being attracted by other sectors offering higher salaries and more attractive conditions
- Occupancy levels in care homes fell during the pandemic from around 96% to 78%. They have now recovered to over 80% with large variations between homes. However, based on internal assessment, there are a number of homes that are unlikely to remain financially viable.

Actions taken to mitigate these issues were focussed on three things:

The first area of focus has been workforce recruitment, retention and wellbeing; core actions on this centred on:

- a. ensuring access to local and national funding streams including the DHSC Workforce Recruitment and Retention Fund (£4m allocated to all providers for staff retention), the Workforce Grant (£3m allocated

locally to support all contracted providers with immediate pressures), and the Covid relief fund (extended to support recruitment and retention in care homes).

- b. Uplifts for both 'Live at Home' framework and 'Integrated Residential and Nursing' Framework providers were secured at February cabinet with further proposals being developed in light of recent pressures from inflation and fuel price rises.
- c. Additional workforce actions included access to the EPUT 'Here for you' wellbeing offer, training and education from ESCA and ECC's own recruitment team offered a free of charge service to the care market until March 2022, building on promotion of vacancies through social media.

The second set of initiatives were around support for capacity and flow in the system. An important part of this has been the block purchasing of residential care home beds from good and outstanding quality providers with high level of vacancies for use as short term 'step-down' options. This helped both in the support of vulnerable suppliers and also in bolstering capacity for acute hospital discharge. Alongside this, the Council was required to commission a 'designated setting' for people who were Covid-19 positive and who needed to isolate in residential care after a hospital stay. Other solutions in support of discharge flows have included;

- 'Bridging' contracts in all areas of the county to ensure speedy discharge where reablement providers are unable to pick up cases immediately.
- 'Provider of Last Resort' capability to ensure good quality care is available should other suppliers be unable to main support for people
- A package exchange trial programme so that domiciliary support could explore setting up more efficient care round through swapping packages with other providers, subject to the individuals approval
- Infection prevention and control fund, vaccines and rapid testing monies totalling £10.4m passported to the market to support COVID related costs until March.
- Incentive payment scheme for providers who pick up 'hard to source' cases commonly linked to particularly challenging geographies (rural Braintree, Uttlesford).
- Proposal to develop domiciliary care blocks in hard to source locations, structured to support sustainability.

The last area of focus was ensuring our responses were inclusive and accessible to vulnerable groups. A direct payment mitigation plan was developed to ensure personal assistants, and those they care for, have access to information and guidance; Care technology has been deployed across supported living to assist in ensuring needs are met; a designated settings site at Long Wood was mobilised at the peak of Wave 2 to ensure younger adults could access this provision if needed; existing provision (reablement for example) was reviewed to ensure inclusive access criteria; additionally the Approved Mental Health professional (AMHP) staffing establishment has been increased permanently by two FTE and has created a bank of AMHPs from which it is able to draw upon in periods of high unpredictable demand.

Whilst the sum effect of these initiatives was positive in ensuring the health and care system remained viable through winter and beyond, it is recognised that challenges continue. Planning has already commenced for winter 2022-23 across both the NHS and social care, factoring in cessation of some of the national Covid funding streams, such as the Hospital Discharge Fund; work is also underway to shape markets sustainably, via both decisions on pricing and cost of care and also longer term commissioning projects aligned to the ASC business plan intentions.

4. Actions taken to drive down demand and support stronger operational decision making

The Connect Programme emanates from a 2019 system-wide diagnostic activity, which lead to 3 ECC Wide workstreams, focussing on:

- a) improving the **effectiveness of reablement services and increasing the volume of adults who can use the service** (sponsored by Matt Barnett, Head of Commissioning) – the aim was to enable about 1,240 more people each year to benefit from reablement;
- b) supporting **more independent outcomes through social care decision-making** (sponsored by Simon Froud, ASC Director) – the aim was to enable about 1,500 more people to achieve more independent outcomes and avoid higher packages of care; and
- c) **improving discharge outcomes** (sponsored by Simon Griffiths, ASC director and Michelle Stapleton, acute hospital director for operations) – the aim was to avoid about 240 admissions into residential care each year.

By way of an update on the Discharge Outcomes work, the programme now reports that;

- All acute hospitals across Essex have embedded new ways of working, including multi-disciplinary team meetings and better visibility of data. This has supported a reduction in use of bedded settings on discharge from hospital.
- Discharge to Assess (D2A) teams are working to support people who are discharged to an interim bed. Since September 2021 D2A teams across Essex have adopted the 'Perfect First Week' process to ensure that all people discharged into interim beds have a clear plan for their next step within the first week of discharge. This has supported more people to be returned home.
- D2A teams have also moved to 7 day working, flexible to the needs of the system and population it supports.

Currently, the programme can show around 170 fewer people have been discharged into Residential Care against the baseline period. This produces an increased in the number of adults who return home, either directly from acute hospital care, or from an interim bedded setting following acute hospital care.

However, the impact of this is mitigated by the work in the Reablement and Supporting Independence workstreams, where;

- Due to the impact of work done with ECL, we have seen a reduction of the level of need of people exiting Reablement by 21% more than before the

programme – this equates to over 6000hrs less dom care hours in use per week.

- The care provided to adults following their Care Act Assessment or Review has been right-sized due to new ways of support ASC practitioners, leading to a reduction of just under 3,000 fewer dom care hours in use per week.
- The Discharge Outcome work drives more people through Reablement, meaning more adults benefit from the improved ability of ECL to support adults into independence at home, with reduced dom care hours.

These new ways of working are underpinned by new data and dashboards, and regular Improvement Cycle meetings. The process, data and improvement cycles are locally lead, and rated for sustainability as part of the programme infrastructure.

5. Actions taken to develop and support strong system leadership

D2A System Review

In March 2020 the Department for Health and Social Care released National Discharge to Assess (D2A) Guidance. The guidance was revised on numerous occasions during the Covid-19 pandemic, but the spirit remained the same, systems were to think “Home First” and a person’s needs should be assessed away from the Hospital setting.

Across Essex there have been varying degrees of implementation of the model. Rate of implementation has been dependent on Market pressures, workforce pressures and existing structures.

In October 2021 ECC ASC, with the support of health partners, commissioned a Countywide System Review of the D2A processes in place across the Essex footprint. The aim of the system review was to hold a mirror up to the existing operating models and identify where the National guidance has been adopted, where there are gaps, and draw an inference on the impact of those gaps. The diagnostic would then be shared for systems to utilise at their discretion.

The system review was undertaken in each locality by mapping two elements against the October 2021 National D2A guidance:

- The Current D2A Operating Model to understand the leadership roles and responsibilities and teams involved
- The processes that take place on the major pathways and using KPIs to study the outcomes and flow along these.

Engagement for the review was excellent from the system making the output more valuable.

The review found that great progress had been made across Essex to implementing D2A and frontline operational workforce are doing an incredible job of supporting patients and adults whilst under immense pressure. The review has highlighted gaps, measured the impact of the gaps and recommended approach to re-design.

Key Findings are below but it should be noted these findings are from last November and D2A has remained a priority for improvement in all areas so this position would have changed.

KEY FINDINGS

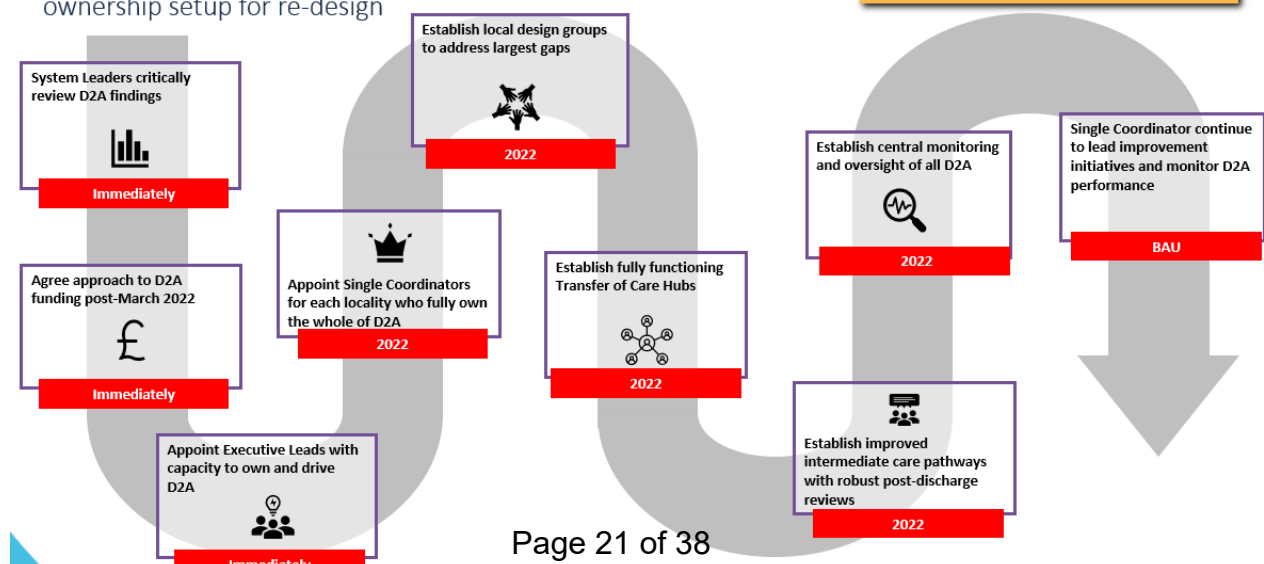
- **Operating Model:** Every area of Essex is configured differently to deliver D2A Pathways, which will lead to variation in outcomes in each system. None of these areas are fully aligned with the D2A Guidance
- **Leadership & Governance:** There are strong leadership examples at an organizational level and the seeds of promising collaboration but no one person taking responsibility for the success of D2A. The system-level leadership and co-ordination of the D2A pathways recommended in the guidance is a significant gap.
- **Transfer of Care Hubs:** discharge teams/hubs have not been established with the recommended multi-disciplinary input – too often decision making is acute-led and the remit of the current discharge teams does not extend beyond the acute discharge
- **D2A Community Assessments:** There is no coordinated MDT approach to assessing and adjusting the care someone requires when they are first discharged – either home or into bedded settings. There are pockets of good practice via teams working together but there has been little formal design or resourcing to deliver this effectively
- **Community Pathways:** The set-up of community pathways makes it challenging to implement D2A effectively with appropriate rehabilitation support and Home-first culture. High quality rehabilitation pathways would enable individuals to step up/down as required – including on Day 1 if the acute discharge was not ideal

A detailed diagnostic of the Review output was shared at Place level with system Partners. The diagnostic proposed a roadmap/Action plan that could be adopted for driving change.

Action Plan

To improve D2A, the system should start by getting the leadership and ownership setup for re-design

Timelines are provisional and require discussion and planning with system leaders



Current status of the Review

The Review has been well socialised with key stakeholders in Health and Social Care across Essex, Southend and Thurrock. It is for each Locality to now determine how they best use the output to drive transformational change.

One of the biggest areas to be addressed so far by all areas is the gap in coordinated System Leadership. West Essex was already starting the recruitment process last November for a Single Co-Ordinator, they were also happy to share their approach to hiring a system role with other Essex localities to share learning which has been welcomed. As Single Coordinators become more established this should naturally start to drive transformation / development of Transfer of Care Hubs, a vital part of the operating model.

Adult Social Care's next steps:

Each Local Director will advocate in their locality using the learning from the review.

A set of Countywide Principles: A set of Principles are currently being prepared to form a consistent Countywide offer around the role of Adult Social Care in Transfer of Care Hubs. The Principles once finalised internally will then be shared with Partners for their consideration. We want to be a fair and consistent partner and want our Health partners to understand our Principles and feel able to hold us to account also.

Governance: Discussions are currently underway aqs to the best way to sustain a Countywide dialogue around D2A Transformation. It is proposed that what good looks like will eb agreed by the existing Connect Steering Board and the currently well attended Countywide D2A Outcomes Board will become the forum for Single Co-ordinators to collaborate and engage with ASC.

Report title: Adult Community Learning Strategy	
Report to: People and Families Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 12 May 2022	For: Discussion and identifying any follow-up scrutiny actions
Enquiries to: Graham Hughes, Senior Democratic Services Officer at graham.hughes@essex.gov.uk.	
County Divisions affected: Not applicable	

1. Introduction

- 1.1 An Adult Community Learning Strategy is being drafted and the Chairman has agreed with the Cabinet Member to bring the latest draft to the Committee for discussion and scrutiny.

2. Action required

The Committee is asked to consider this report and appendix and consider any scrutiny follow-up work.

3. Background

See Introduction above.

4. Next Steps

This is the opportunity for the Committee to give feedback on the draft and have some influence on the further drafting of it prior to it being finalised.

Expected attendees to support the discussion:

Councillor Tony Ball, Cabinet Member - Education Excellence, Life-Long Learning and Employability

Katherine Burns - Adult Community Learning Principal

5. Appendix

- Draft Adult Community Learning Strategy (in Power Point format)

ADULT COMMUNITY LEARNING ESSEX (ACL) DRAFT STRATEGIC PLAN

2022 - 2025



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Foreword

Essex County Council recognises the vital role that Adult Community Learning (ACL) plays in meeting its key ambitions as set out in [Everyone's Essex](#):

Lifelong learning supports sustainable economic prosperity and health and wellbeing. Our purpose is to provide our residents with the opportunities to succeed, wherever they are in the county. To be there in communities across Essex, to make a difference to residents and employers, so they can make a difference for themselves and to the places that they live in.

We have developed a new ACL strategy because lifelong learning matters. It is a way of telling the ACL story, with a clear focus on who we are supporting, where we are doing it, and how we deliver our courses. As a service we need to be ambitious, sustainable, and continue to make a difference to people's lives.

Our strategy has a strong focus on levelling up which is important to us for financial and economic reasons, but there is also a strong argument that a person's potential should not be defined by where they live or their past academic experiences. We believe that individuals can define their own destiny, and that ACL plays a role in helping people do that.

Our learners have many different backgrounds and experiences and come to ACL for many reasons. For some it's a second chance, whether that is to get a job with newly acquired skills or an apprenticeship or gain the qualifications they need to progress in their current workplace or start a new career. Learners also come to ACL because they want to improve their health and wellbeing and connect with others in their communities.

ACL is not just about second chances; it is about helping learners to achieve the goals they have set their sights on. As well as skills and qualifications, ACL is also about making sure that learners flourish. This means their health, wellbeing and independence, their sense of community belonging, and their confidence and belief in themselves. ACL also supports the development of a green and environmentally friendly community.

Our three-year strategy represents the next phase of our ACL journey – a journey which I hope you'll join us on.



Cllr Tony Ball, Essex County Council's Cabinet Member for Education Excellence, Lifelong Learning and Employability

Improving lives through learning and why we need a new strategy

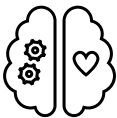
The new Essex County Council administration, as well as its 20 key commitments in [Everyone's Essex](#), has launched a [Levelling Up plan](#) which gives a long-term commitment to connect people to opportunities and support aspiration across Essex. ACL is well-positioned to support the levelling up agenda as it offers learning opportunities that inspire people to achieve, progress and gain good jobs.

In the last two years, as a result of Covid-19, there has been an impact on health and wellbeing, and we are continuing living with the effects of this. Lifelong learning, particularly the wellbeing courses, is recognised for having a positive impact on people’s mental health so we will continue to support this agenda.

At the start of the pandemic, in order to continue to offer high quality learning, ACL moved its delivery model to online and, although we are now delivering much more face-to-face, we have seen the benefits for some people of a digital model. We will aim to continue with a hybrid delivery model moving forward.

It is likely that national funding mechanisms may change in the next year. There is currently a national consultation of Adult Education Budget and how it is going to be structured moving forward from 2023/24. We need to be prepared for new funding mechanisms and model our provision according to need.

To effectively impact on the people of Essex, in a sustainable way, we need to understand some of the current skills, health and economic needs. We also need to understand how the cost-of-living increases are impacting on our residents.



Mental health

1 in 7 people experience mental health problems in the workplace. Women in full-time employment are nearly twice as likely to have a common mental health problem as full-time employed men (19.8% vs 10.9%).



Skills

76.6% of the Essex Population are educated to GCSE level or higher; 4.9% of the population have no qualification. Low literacy and numeracy skills continue to be a challenge.



Working Families

Families that are experiencing multiple pressures including childcare and housing costs, whilst trying to work to support their children.



Low income

28% of households across Essex (163,000) are low-income households.



Digital Inclusion

167,000 households are located in areas likely to have where individuals have limited or no interaction with the internet.



Social isolation

It is estimated that in Essex there are 89,000 residents who are likely to be lonely which can lead to health issues.



Learning Disabilities

Nationally only 17.6% of adults with a learning disability are in employment.

ACL's purpose is to improve lives through learning

Our vision: giving Essex residents the opportunity to be the best they can and achieve their goals

Our mission: To provide a high-quality learning offer that makes a positive difference to the lives of residents and businesses of Essex

Our values:

Inclusive – treating others with respect and kindness and embracing the diversity of our communities.

Friendly – being kind to each other, acting with integrity and being considerate of each other's feelings.

Inspiring – looking to achieve our personal best and help others to achieve theirs. We have the courage to have a go.

Ambitious – believing everyone has the capacity to achieve what they set out to do and more and we support each other to do our best regardless of skill level.

Sustainable – making green choices so that we leave a smaller impact on our environment and working toward an environmentally friendly lifestyle.

Collaborative – pulling together as a team so everyone can learn and succeed.



This strategy is written for learners, ACL employees, Essex employers, our partners, and Essex County Council colleagues.

The purpose of the strategy is to clearly show ACL's intent, how it will be implemented, and the positive impact it will have.

It sets out our ambitions, why they are important to us and our response to local, regional, and national challenges. It sets out our goals and examples of initiatives over the next 3 years.

Our aims align with the key commitments of Essex County Council. This will ensure we can work with others towards our common goals.

ACL aims to deliver a great service, being ambitious for its learners and staff. It will be imaginative and open to new ways of doing things to meet the needs of the Essex people.



“This time a year ago, I decided to go back to college on a whim after seeing a leaflet coming through the door. A year later and I'm nearly trained and never imagined being able to know half as much as I do now”

- ACL English learner

Our offer

To support the skills agenda, ACL offers a wide range of maths, English, digital and vocational courses, professional qualifications and apprenticeships.

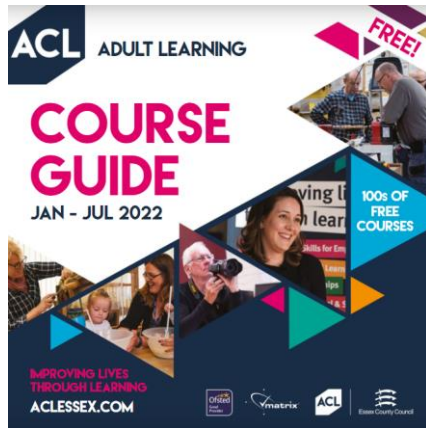
For health and wellbeing, learners can access our mental health and wellbeing provision as well as creative and cultural classes.

Adults can return to learning via our family and community learning provision and we have a new range of environment courses for those who are interested in the green agenda or want find jobs in the sector.

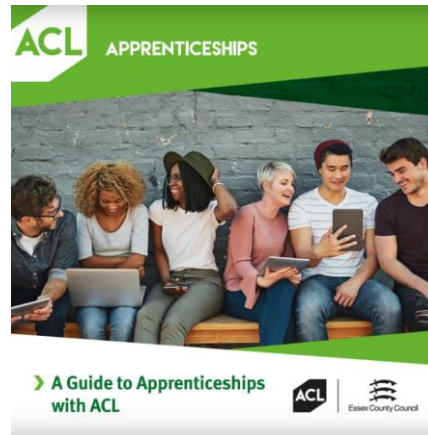
Many of our courses have been adapted to be delivered online so learners can join us from home.

- [Creative & Cultural](#)
- [Qualifications and Skills for Employment](#)
- [English, Maths, Science & Digital](#)
- [Mental Health and Wellbeing](#)
- [Apprenticeships](#)
- [Community & Family Learning](#)
- [Supported Learning](#)

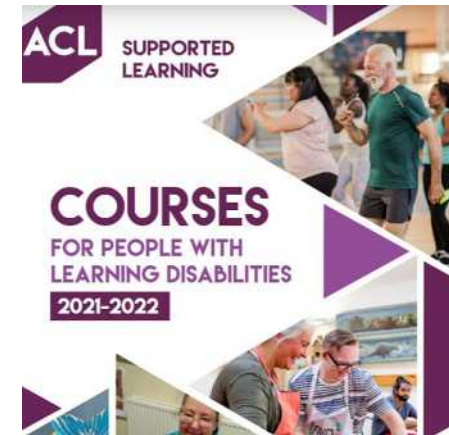
[*These links will be updated on a regular basis to reflect the current offer](#)



[General course guides](#)



[Apprenticeship guides](#)



[Supported Learning guide](#)

Learning for the future

There are 4 strands to our offer:

- Communities and families
- Economy
- Health, wellbeing and independence
- Environment

We aim to improve chances for increased prosperity, improved health, wellbeing and independence and create a greener and more sustainable Essex.

We want our offer to inspire, create a love of learning and bring a sense of achievement and pride.

We want our offer to create opportunities for progression and improved destinations

Communities and families

Our Goals

Support families to access learning that promotes aspiration and resilience for themselves and their children

Reach disadvantaged groups and support progression towards learning opportunities

Widen participation in areas of disadvantage by working in partnership with families, community groups, providers and Essex County Council colleagues

Example of initiatives

Development of a Parent Ambassadors' programme across Essex

Development of an Essex Learning Partnership group to extend the reach to disadvantaged groups and communities

Extension of a refugee response programme for those arriving in Essex

Economy

Our Goals

Deliver courses that improve the mathematics, English and digital skills of adults in Essex

Deliver inclusive skills and employability courses so residents can gain skills, find good jobs and improve social mobility

Provide a curriculum that meets the skills needs of Essex employers and gives consideration for the jobs of the future

Examples of initiatives

Creation of a 'Get the basics right' programme to include Multiply, Years of Reading and Maths

Extension of the inclusive employment programme for adults with learning difficulties

Promotion of Nightingale Bursary programme to create opportunities for health and social care workers

Support the development and implementation of an employer led Skills Plan for Essex

Health, wellbeing and independence

Our Goals

Support residents to lead healthy and socially included lives thereby reducing loneliness and dependency on health services

Increase digital inclusion so that the people of Essex can access services and remain connected to friends and family

Adult learners with learning difficulties will lead more independent lives

Examples of initiatives

Prototype provision aimed at combatting loneliness in rural communities of Essex

Extend the digital champions programme to reach cohorts who are digitally excluded

Promote the independent living provision to reach a wider group of adults with learning difficulties

Environment

Our Goals

Respond to the skills needs of the new green sectors

Encourage a greener future and work towards Net Zero

Embed sustainability in all aspects of our delivery to raise awareness of environmental issues

Examples of initiatives

Establish Retrofit Academies in Tendring and Harlow

Develop a roadmap to sustainability, including being part of Race to Zero, the largest ever coalition of education providers

Embed sustainability in our courses

Learning for the future



Supporting success

There are 4 underpinning strands that support success:

- Quality
- Learning and financial support
- Learning spaces
- Commercial

We are ambitious for learners, employers and staff by setting high quality standards for our teaching and our learning spaces. We support our learners to achieve by removing barriers.

We want ACL to be at the heart of our communities and be a provider of choice for learners and employers

Quality

Goals

- Our staff are qualified and skilled to deliver a high-quality and responsive service
- Learners are well informed about their learning and work choices and supported to progress
- Our staff and learners understand how to keep themselves and others safe and are supported to look after their own wellbeing

Examples of initiatives

- Staff development programme to include approaches to teaching in hybrid settings and how to embed green practices and sustainable choices
- Development of an improved Information, Advice and Guidance service for adults
- Develop a continuous improvement programme to instill lean working methods
- Create new safeguarding promotion materials and communications plan

Learning and financial support

Goals

- Barriers to learning such as income, health and childcare are reduced through financial support and our early years settings.
- Learners with additional needs can achieve their full potential
- More learners progress into work and in work as a result of progression support

Examples of initiatives

- Working with Public Health colleagues, develop a social prescription model so residents can access learning to improve their health
- Promotion of the Early Years settings to potential learnings
- Set up a support programme to help learners to move onto the next opportunity

Supporting achievement and success



Learning spaces

Goals

Our learning spaces are safe, inclusive, accessible and welcoming

Our learning spaces are well equipped, have limited impact on the environment and classrooms are digitally enabled for hybrid teaching

Spaces will be well-positioned and well-used through partnership work and co-location opportunities (eg libraries)

Examples of initiatives:

Development of a Community Partnership plan to include co-location with similar services

Colchester Town Bid and Levelling Up funds are used to develop sites for skills provision

Environment plans for each learning space are developed

A plan for hybrid classrooms and skills hubs is developed

Commercial

Goals

Have a financially sustainable model, making best use of funding, increasing fee income and generating alternative sources of funding

Increase participation to reach key groups, localities and employers

Work with employers and partners at Essex County Council for the benefit of the residents of Essex

Examples of initiatives:

Creation of financial models based on future funding and fee sources

Development of website, marketing and communication channels to widen participation

Employer and partner engagement plans are developed to build mutually beneficial partnerships

Outcomes

By 2025, we want to be able to say that we have contributed to levelling up:

- More people on lower incomes have increased their earning potential through entry into employment, better jobs and self-employment
- More parents have engaged in their own and children's learning
- The number of adults who are digitally included and improved digital skills is increased
- More adults with learning difficulties have been supported into employment
- More adults have gained maths and English qualifications
- Young people are given opportunities to enter the world of work through apprenticeship and traineeship programmes
- Fewer adults need to access services as a result of improved health and wellbeing
- Our learners tell us that they don't feel lonely and isolated

The measures of success and targets will be in operational plans which will sit underneath the strategic plan.



This information is issued by: ACL Essex

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The information contained in this document can be translated, and/or made available in alternative formats, on request.

Published May 2022

Report title: Work Programme	
Report to: People and Families Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 12 May 2022	For: Discussion and identifying any follow-up scrutiny actions
Enquiries to: Graham Hughes, Senior Democratic Services Officer at graham.hughes@essex.gov.uk.	
County Divisions affected: Not applicable	

1. Introduction

- 1.1 The work programme for the Committee continues to be developed and the current position is outlined below and overleaf.

2. Action required

The Committee is asked to consider this report and issues under consideration in the Appendix and any further development or amendments.

3. Background

Work has continued to identify priorities and future agenda items. This has included discussions with Committee Members, Cabinet Members and Officers. This work has reflected the adoption of the Everyone's Essex – Our Plan for Levelling Up the County: 2021-2025 strategy at Council on 12 October 2021.

4. Everyone's Essex

The Committee should take account of the Everyone's Essex – Our Plan for Levelling Up the County: 2021-2025 strategy when considering the work programme and future items. Particular attention should be paid to the strategic ambitions (and associated commitments and performance measures) most relevant to the work of the Committee: 'Health Wellbeing and Independence for All Ages', and 'A Good Place for Children and Families to Grow'. A link to the Strategy is here - [Everyone's Essex: our plan for levelling up the county 2021 to 2025: Foreword from Kevin Bentley - Essex County Council](#)

5. Update and Next Steps

- 5.1 See Appendix.

6. Appendix

- 6.1 current work programme.

People and Families Policy and Scrutiny - Work Programme as at 12 May 2022

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes	Everyone's Essex Commitment	Cross-Committee
12 May 2022	Adult Social Care – follow up	Cabinet Members - Adult Social Care and Health /Executive Director, Adult Social Care	To consider current trends, and update on previous matters arising	Promoting Independence, Healthy Lifestyles	Health Overview and Policy Committee invited
12 May 2022 -TBC	Carers	Cabinet Member Adult Social Care and Health /Executive Director, Adult Social Care	Introduction to support available for carers	Carers' commitment	Not applicable
Summer - TBC	Houses for Life	Director Strategy Policy & Integration (People)	See Matters Arising report elsewhere in Agenda pack.	Promoting Independence, Healthy Lifestyles	TBC
Summer 2022	Home Education/Children Missing Education	Cabinet Member Education Excellence, Skills and Training	To consider update and links with County Lines and drug gangs	Education Outcomes	Not applicable
Summer 2022	Development of NHS Integrated Care Systems	NHS Leads - TBC	To consider the priorities of the ICSs.	Promoting Independence, Healthy Lifestyles	With HOSC – host/lead committee
Summer 2022	Essex Safeguarding Adults Board	Independent Chairman and the Board Manager.	To consider the report of the activities and focus of the Board.	Safety	Not applicable
TBC	Education	Cabinet Member Education Excellence, Skills and Training	(i) Portfolio priorities and development of a Lifelong Learning Strategy (ii) Attainment during and post pandemic	Education Outcomes	Not applicable

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes	Everyone's Essex Commitments	Cross-Committee
TBC	County Lines and Drug Gangs – follow-up	TBC	Use of funds and the work of the Violence and Vulnerability Unit	Family Resilience and Stability, and Safety	Not applicable
TBC	Domestic Abuse – follow up	Cabinet Member Children's Services and Early Years/ Head of Strategic Commissioning and Policy	1. Update on response to new statutory duties; 2. Update Task and Finish Group recommendations	Family Resilience and Stability, and Safety	Not applicable
TBC	Early Years' and Childcare Strategy – follow up	Cabinet Member Children's Services and Early Years and EYCC Sufficiency and Sustainability Manager	To review progress of new strategy.	Family Resilience and Stability, Education	Not applicable
TBC	Essex Children's Safeguarding Board – follow up	Independent Chairman, statutory partners and the Board Manager	To consider actions arising from discussion in April 2022	Family Resilience and Stability, and Safety	Not applicable

Further issues not scoped or currently being scheduled

Working Families Programme – strategy approved by Full Council in October.

Children in care being placed outside Essex

Backlog in Courts and Justice System - impact on Youth Offending Team, fostering and adoption

Education - academisation - impact, role of Regional Schools Commissioner and the role ECC has in supporting general standards

Possible Task and Finish Group reviews – to be confirmed

Impact of the pandemic on Essex County Council

Suicides in Essex