



Essex County Council

Corporate Policy and Scrutiny Committee

10:45	Thursday, 28 July 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 CPSC Members Only Please note that there will be a private pre-meeting for committee members on Wednesday 27 July 2022 at 4.00pm via Microsoft Teams.	
1	Membership, Apologies, Substitutions and Declarations of Interest	4 - 4
2	Minutes: 23 June 2022 To approve as a correct record the minutes of the meeting held on 23 June 2022 and consider the matters arising.	5 - 12
3	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 on the day before the meeting (Wednesday 27 July 2022) and that questions must relate to an item on the agenda for the meeting.	
4	Ways of Working Programme Update	13 - 37
5	Everyone's Essex Performance Update - Quarter 4 2021-22	38 - 69
6	Work Programme	70 - 73

7 Date of the Next Meeting

To note that the next meeting will be held on Thursday 22 September 2022, in County Hall.

8 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.

9 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: Corporate Policy and Scrutiny Committee

Enquiries to: Graham Hughes, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership (Quorum: 4)

Councillor C Pond	Chairman
Councillor T Cunningham	
Councillor J Fleming	
Councillor M Garnett	
Councillor I Henderson	
Councillor S Kane	
Councillor D Land	
Councillor M Mackrory	Vice-Chairman
Councillor A McQuiggan	
Councillor C Siddall	
Councillor W Stamp	
Councillor M Steptoe	Vice-Chairman
Councillor M Vance	
Councillor A Wiles	

Minutes of the meeting of the Corporate Policy and Scrutiny Committee, held at 10.15am on Thursday, 23 June 2022 in the Council Chamber, County Hall, Chelmsford.

Present:

County Councillors:

T Cunningham

J Fleming

S Kane

A McQuiggan

C Siddall

W Stamp

M Steptoe (from item 2 - Vice Chairman and Chair of the meeting)

M Vance

The following joined the meeting virtually via Zoom: Councillors I Henderson, D King (substitute), B Massey (substitute) and C Pond.

Graham Hughes, Senior Democratic Services Officer, and Gemma Bint, Democratic Services Officer, were also present.

In the absence of the Chairman or any duly appointed Vice Chairman, the Senior Democratic Services Officer took the chair and opened the meeting.

1 Membership, Apologies, Substitutions and Declarations of Interest

The report on Membership, Apologies, Substitutions and Declarations was received and noted. Councillor Stamp had replaced Councillor Gadd as a member of the Committee.

Apologies for absence had been received from Councillors Garnett, Mackrory (for whom Councillor King substituted via Zoom), and Land (for whom Councillor Massey substituted via Zoom).

2. Appointment of Vice Chairmen

The Senior Democratic Services Officer invited nominations for Vice Chairmen to serve for the 2022/23 municipal year.

- Councillor Fleming nominated Councillor Steptoe to be a Vice Chairman of the Committee, which was seconded by Councillor McQuiggan.
- Councillor Steptoe nominated Councillor Mackrory for the second Vice Chairman post, and this was seconded by Councillor Stamp.

There being no further nominations and by general consent, it was agreed that Councillors Steptoe and Mackrory were each elected as a Vice-Chairman of the Committee for the 2022/23 municipal year.

Councillor Steptoe was invited to take the chair for the remainder of the meeting.

3. Minutes

The draft minutes of the meeting held on 28 April 2022 were approved as a true record and signed by the Chairman of the meeting.

4. Questions from the public

There were no questions from the public.

5. 2021/22 Provisional Outturn Report and Reserves Update

The Committee considered report CPSC/12/2022 comprising the 2021/22 Provisional Outturn report, as presented to Cabinet on 21 June 2022 (Part 1), and an update on Reserves following Provisional Outturn (Part 2).

The following joined the meeting to introduce the item:

Councillor Christopher Whitbread, Cabinet Member for Finance, Resources and Corporate Affairs;
Stephanie Mitchener – Director of Finance
Adrian Osborne - Head of Strategic Finance and Insight

During the opening presentation from Councillor Whitbread and supporting officers the following was highlighted:

A. Provisional Outturn

- (i) For 2021/22 there had been a net underspend of £15.6m (1.7%) against a revenue budget of £894m predominantly driven by the impacts of lower demand in Adult Social Care service user numbers and Home to School Transport where the cost escalation had not been realised at the rate budgeted.
- (ii) Further contributor factors to the underspend were outlined including that ECC had been operating with a number of staffing vacancies during the reporting period.
- (iii) Savings had been higher than expected with £40.3m savings delivered rather than the £36.1m expected.

- (iv) For the capital programme there had also been a £14.5m underspend (6%) against the budget of £235.8m. 94% of capital programme had been delivered.
- (v) With unprecedented levels of inflation, growing interest rates, and that GDP growth was expected to slow sharply, the financial position would continue to be volatile in 2022/23.
- (vi) The financial impact of Covid was outlined including specific Government grant funding and spending and income pressures.

Reserves

- (vii) £54m was to be transferred to earmarked reserves mainly relating to setting aside resources to help manage the growing pressure from the current high levels of inflation, together with utilising under spends from 2021/22 to support delivery of activities in 2022/23.

Outlook

- (viii) ECC was now facing challenges that it had not envisaged at the beginning of the year when budget setting. The medium term would be a significant challenge with a forecast funding gap of £119m by 2025/26. There were also now further pressures to be faced due to escalating inflation and continued uncertainty about future funding streams from Government.

During questioning and discussion, the following was acknowledged, highlighted and/or noted:

- (ix) The underspend due to staff vacancies, where they were within ECC and the impact they had on ongoing operations.
- (x) Proposed savings actions for the next budget would be brought forward during the autumn.
- (xi) A report on the impact of the social care cap was likely to be considered by the Cabinet in early autumn.
- (xii) The General Economic Risk Reserve had been created primarily for future inflation risk.
- (xiii) Interest rates had been creeping up although ECC's borrowing generally was at a fixed rate through the Public Works Loan Scheme which was more impacted by bond rates and not changes to short term interest rates.
- (xiv) Members questioned if there was an intention for a separate reserve for borrowing risk.

- (xv) The usage levels of the Park and Ride Scheme would continue to be monitored and how it had settled down after the pandemic lock-downs.
- (xvi) More school places had been created through investment within the capital programme. To date, demand for home to school transport had not been at the level that had been expected.

B. Reserves

Members were briefed and updated on the County Council's reserves. During the discussion the following was highlighted:

- (i) There was a statutory duty to hold adequate levels of reserves.
- (ii) Three types of reserves were outlined:
 - Restricted Use (provided for specific purpose or holding on behalf of others); Other Revenue (earmarked to change the way ECC provided services and achieve future savings; and General Balance (set at 6-7% of annual budget and allowed approximately 22 days of payments on average approach).
- (iii) It was anticipated that the General Balance Reserve would stay constant around £68m through to 2024/25. There had been slight increases in the other two types of reserves as various risk reserves were set up in the midst of the pandemic and continued uncertainty on the longer-term impact of the pandemic.
- (iv) The current planned trajectory for reserves showed a future dip in their overall level. However, exacerbation of the current cost of living pressures could change that. Quarterly updates on the level of reserves would continue to be made to Cabinet.
- (v) Whilst interest may be earned on reserves being held it was not at the level one might expect as reserves would be used to minimise borrowing requirements and reduce borrowing costs where possible.
- (vi) Reference was made to CIPFAs Financial Resilience Index which had judged ECC as being relatively high resilience in comparison to its peers due to the level of reserves maintained.
- (vii) The level of overall reserves had been further bolstered with the creation of a new General Risk Reserve primarily to mitigate price pressures due to soaring inflation.
- (viii) There was minimal Government guidelines and statutory advice on the level of reserves that an organisation like ECC should set. The Government were consulting on the role that they may have

in future on advising on the level of reserves to be held. Officers confirmed that they continued to review very closely the lessons learnt from other local authorities' financial challenges.

- (ix) The November 2021 Cabinet Report had put in place a strategy and programme running through to 2025/26 to support funding Climate Commission actions and £193m had been particularly earmarked for this, drawn from four pre-existing reserves.
- (x) In terms of s106 developer contributions, monies that were allocated to ECC would be held in certain specific accounts and applied and drawn down as schemes progressed. Members queried whether further granularity was possible to identify and access data, for instance, by district and identify the commuted sums received towards education and highways schemes.
- (xi) Members queried the non-delivery of infrastructure projects. In terms of the overall capital programme each project was reviewed in detail and relevant funding streams made available for each. Officers would make every effort to maximise any possible developer contributions (such as under section 106) and also target other grant funding and other external funding streams. Any borrowing identified for a project would have a cost and revenue savings might be required elsewhere.
- (xii) Dedicated schools grant funding was passported out to schools that had not converted to academy status and were still under ECC control. Part of ECC's education service offer was to also sell support services to academies. Where the school site was still an ECC asset (which might include some academies) then ECC would still have some commitment to the site.

Conclusion:

It was agreed that the following further information would be provided:

- (i) A breakdown of the higher-than-expected savings made indicating whether they were additional to those planned or whether they had just been achieved earlier.
- (ii) Further breakdown of staff vacancies indicating where they were within the organisation and any impact on operations.
- (iii) The November 2021 Cabinet Report would be re-circulated to members and the section(s) relating to funding Climate Commission actions would be flagged.
- (iv) Reserves for safeguarding PFI risk had been set up in line with the individual terms of the original funding schemes and officers

would provide further information and clarification in a written report incorporating individual target end dates.

- (v) Information would be provided on whether ECC earned income from academies where they were occupying ECC owned estate.
- (vi) Whether s106 developer contribution monies received and being held can be identified by district. Members would also support a process for a periodic statement to be made outlining what is outstanding. The Committee also would consider any follow-up to the developer contributions briefing held in March 2022.

The Cabinet Member and supporting officers were thanked for their attendance and then left the meeting.

6. Call-in of FP/419/05/22 ECC Levelling Up funding of Active Essex healthy and active lifestyle projects in Tendring and Basildon

The Committee received report CPSC/13/22 which reported on a call-in of the Cabinet Member Decision FP/419/05/22 (ECC Levelling Up funding of Active Essex healthy and active lifestyle projects in Tendring and Basildon). An informal meeting had been held between cabinet Member and the councillor calling-in the decision and, as a result of discussion at the informal meeting, the call-in was withdrawn. The Committee noted the process that had been followed.

7. Visit to Essex Records Office

The Committee received and noted report CPSC/14/22 which reported on a site visit to Essex Records Office on 24 May 2022. Member attendance on the day had been poor and further discussions would need to be held to decide whether to arrange a further visit to the ERO.

8. Work Programme

The Committee received report CPSC/16/21 comprising the current work programme of the Committee which was noted.

9. Date of Next Meeting

The next meeting was scheduled to be held on Thursday 28 July 2022.

There being no further business the meeting closed at 11.47am

Chairman

Corporate Policy and Scrutiny – Matters Arising as at 28 July 2022

Note: once an item has been completed it will show in this report for one subsequent meeting and then will be removed.

<u>Date</u>	<u>Agenda item</u>	<u>Action</u>	<u>Status</u>
23 June 2022	2021/22 Provisional Outturn Report and Reserves Update	A breakdown of the higher-than-expected savings made indicating whether they were additional to those planned or whether they had just been achieved earlier.	Update requested - this may be scheduled into next formal finance agenda item.
		Further breakdown of staff vacancies indicating where they were within the organisation and any impact on operations.	Update requested - this may be scheduled into next formal finance agenda item.
		The November 2021 Cabinet Report would be re-circulated to members and the section(s) relating to funding Climate Commission actions would be flagged.	Update requested - this may be scheduled into next formal finance agenda item.
		Reserves for safeguarding PFI risk had been set up in line with the individual terms of the original funding schemes and officers would provide further information and clarification in a written report incorporating individual target end dates.	Update requested - this may be scheduled into next formal finance agenda item.
		Information would be provided on whether ECC earned income from academies where they were occupying ECC owned estate.	Update requested - this may be scheduled into next formal finance agenda item.
		Whether s106 developer contribution monies received and being held can be identified by district. Members would also support a process for a periodic statement to be made outlining what is outstanding. The Committee also would consider any follow-up to the developer contributions briefing held in March 2022	Update requested - this may be scheduled into next formal finance agenda item.

30 September 2021	Ways of Working Programme update	The cost of converting meeting rooms	Scheduled into formal agenda update item for 28 July 2022.
		The advice provided to staff around home working (and in particular security)	Scheduled into formal agenda update item for 28 July 2022.
		A breakdown of numbers of staff in each of the identified four workstyles.	Scheduled into formal agenda update item for 28 July 2022.
		Copy of procedure notes on welfare issued to Heads of Department, and line managers and others	Scheduled into formal agenda update item for 28 July 2022.
		Copy of notes/minutes of discussions with Trade Unions	Scheduled into formal agenda update item for 28 July 2022.
		<p>Further information on the hybrid meeting rooms including confirming:</p> <ul style="list-style-type: none"> (i) The suitability of the microphones for the size of room; (i) That the quality of a meeting would be no worse than would be experienced in person, particularly for the hard of hearing; (ii) Availability of training for staff to use the new equipment; (iii) The acceptance criteria for the commissioning of a room and the minimum remote equipment required; <p>Arrangements for ensuring the security of the tools permitted in hybrid meetings and the use of end-to-end encryption.</p>	<p>Subsequent email correspondence between Councillor McQuiggan and Executive Director, People and Transformation circulated to members. COMPLETE.</p>
		Joint work being done with other local authorities on the experience of hybrid working in the public sector.	Scheduled into formal agenda update item for 28 July 2022.

Report title: Ways of Working Programme Update	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 28 July 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

This is a follow-up to the update received in September 2021.

2. Action required

- 2.1 The Committee is asked to consider this report and any issues arising.

3. Background

- 3.1 The Corporate Policy and Scrutiny Committee received an update on the Ways of Working Programme in September 2021. A link to the [CPSC 30 September 2021 meeting papers](#) is here together with the minutes of the discussion at the meeting accessed below the agenda papers (scrolling down the screen).
- 3.2 A number of requests for further information were agreed and recorded in the above referenced minutes. They are also reproduced below for ease of reference with the matters arising in relation to hybrid meeting rooms completed last year with an email to members with further information. It is anticipated that the other matters arising will be addressed through the attached report (see Appendix) and subsequent discussion.

Extract Minute 4 Ways of Working Programme Update (30 September 2022)

1. The cost of converting meeting rooms;
2. The advice provided to staff around home working (and in particular security);
3. A breakdown of numbers of staff in each of the four workstyles identified by ECC. It was highlighted and acknowledged that this would only be available around January 2022 and this timing may be the opportunity for a follow-up discussion to include how Tranche 2 had worked and latest staff feedback.

Ways of Working Programme Update

4. Copy of procedure notes on welfare issued to Heads of Department, and line managers and others.
5. Copy of notes/minutes of discussions with Trade Unions.
6. Further information on the hybrid meeting rooms including confirming
 - (i) The suitability of the microphones for the size of the rooms;
 - (ii) That the quality of a meeting would be no worse than would be experienced in person, particularly for the hard of hearing;
 - (iii) Availability of training for staff to use the new equipment;
 - (iv) The acceptance criteria for the commissioning of a room and the minimum remote equipment required;
 - (v) Arrangements for ensuring the security of the tools permitted in hybrid meetings and the use of end-to-end encryption.

4. Update and Next Steps

See Appendix to this report.

5. Appendix

Power Point presentation titled Ways of Working Programme Update: Scrutiny Meeting: 28 July 2022: Author: Pam Parkes, Executive Director People and Transformation.



Ways of Working Programme Update

Scrutiny Meeting: **28th July 2022**

The Ways of Working Programme (WoW) Recap

The Ways of Working Programme Overview ([4.28min video presentation](#))

This programme has been set up to:

Establish and deliver the Councils new way of working for the future ('Hybrid working/Better ways of working'), including the workspaces and hybrid technology needed to support this.



Exploring a hybrid working model

Building on the successful remote and flexible ways of working established during lockdown; ensuring their long-term sustainability



Property and workspaces

Optimising and consolidating our property estate to reduce costs, increase efficiency and support modern working practices



Investing in supportive technologies

Exploring the use of new technologies to support collaboration, increase efficiency and improve service delivery for residents and partners

Each of these three areas supports each other: hybrid working models will require the right property and workspaces to support them; similarly, access to the right supportive technologies will open up opportunities around how and where we work.

WoW Programme Objectives Recap

- Increase flexibility (where business need is not comprised) around how and where we work, conducive to a work life balance - Workstyles
- Retain and attract employees from the competing market
- Test and roll out new Hybrid technology to support the Council employees to remain connected and collaborate, regardless of physical location
- In collaboration with Property - Provide workspaces that enable new efficient ways of working – creating the spaces that employees need:
 - Provide modern and functioning workspaces that enable employees to thrive and carry out their roles successfully
 - Provide workspaces that employees can be proud to travel to and happy to work in when needed

WoW Programme – Delivery to date

People

- ✓ Development & alignment of employees to Workstyles
- ❑ Workstyles - alignment to MyOracle – *in progress*
- ✓ Workstyles – alignment to recruitment site
- ✓ Implement future WFH equipment process
- ✓ Embedding WOW change - ongoing
 - ✓ WOW organisation expectations
 - ✓ Team charters
 - ✓ Considerate Colleague campaign
- ✓ Managing in a Hybrid world training course – Live
- ✓ Thriving in a Hybrid World – repository for ALL employees
- ✓ Hotspot Movements Research

Property

- ✓ Interim people moves to E block – to support Property's hibernation plans
- ❑ Deliver a Workplace Strategy
 1. Blueprint - complete
 2. Workplace building proposals and investment (Estates Appraisal) - PLT Decision **DELAYED**
 3. Workspace designs – *in progress* – dependent on Workplace decision & final functional space utilisation data
 - Workspace requirements – gathering complete

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Technology

- ✓ 27 Hybrid meeting rooms – County Hall
- ✓ Hybrid meeting rooms in 12 sites across the Quadrant areas – *DofE funded (see slide 5)*
- ❑ Hybrid meeting room CR1 – premium member room – *in progress*

Latest Achievement (Good News) – As at July 2022

Children and Families secured a bid through the Department of Education which was opened to Local Authorities that were performing good and outstanding overall and across all sub-judgements. The funding was put in place to help develop practice solutions to challenges which have emerged during the pandemic. The service selected to install hybrid meeting room equipment to help the teams work in a more collaborate way across the region. Managed by a WoW PM, this has now been implemented across the 4 quadrants into 12 meeting rooms across 7 sites. This also includes 3 family centers. The IT Training team have been holding training sessions with the service to familiarise and encourage them to use the equipment in their roles. So far feedback has been good with employees saying the equipment is easy to use. The service will continue to monitor the benefits over the next few months. The below map gives a visual on the ECC quadrants that now has hybrid technology along with some pictures of the rooms at these sites. As you can see the equipment replicates that of the first rollout at County Hall, however we have included interactive screens into meeting rooms where there are 2 screens, and scribes in 2 of the meeting rooms at Harlow.

Woodlands Family Centre
Chestnut Room (medium)



Basildon Willowbrook Family Centre
Butterfly Room (medium)



Basildon Ely House
BG3 (large) Large Conf Room (large) IT Training Room (medium)



Colchester Family Centre
Garden Room (large) Bluebell Room (small)



Clacton Family Centre
Willow Room (large) Honeysuckle Room (small)



The Four ECC Workstyles



Anywhere workers can work from home or remotely most of the time (ultimate Hybrid worker)



Community based-workers spend most of their time in the wider community



Fixed-base workers carry out all or most of their work at a specific location

Across the Council all employees have been allocated and informed of their workstyle, determined by job role



Operational field-based workers work in the wider environment and community most of the time

The Four ECC Workstyles continued

Table 1: Distribution of workstyles across the organisation as of May 2022

Count of Workstyle	Column Labels				
Row Labels	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker	Grand Total
L1 - Adult Social Care	428	747	141		1316
L1 - Chief Executives Office	153				153
L1 - Children & Families	99	1079	386		1564
L1 - Climate Environment & Customer Services	565	145	695	385	1790
L1 - Corporate Services	845		9		854
L1 - Economy Investment & Public Health	572	35	174		781
L1 - Education	135	707	34	127	1003
L1 - People and Transformation	712		2		714
L1 - Place & Public Health			1		1
Grand Total	3509	2713	1442	512	8176

Next steps:

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Oracle system change to link job role to workstyle to replace current manual process

Embedding Hybrid Working

Many people have deep-rooted behaviours, habits and beliefs about how they work. While many of these beliefs may have been disrupted by the pandemic, it is easy to revert to previous ways of operating to the detriment of newly adopted ways of working.

This phase of the Ways of Working Programme focused on embedding hybrid working; defining the conditions needed as an organisation and as individuals to embrace hybrid working, along with strategies and approaches to ensure employees have the awareness, knowledge and ability to thrive in a hybrid world.

We established feedback loops to monitor adoption and acceptance, reviewing data/insights, providing support and development for employees, and reviewing and adapting approaches as necessary.

"Unless we make a concerted effort to determine how, where and when we could embrace digital working in a systemic way the likelihood (despite the current wish) is that we will default back to our previous ways of working and the opportunity to change might be lost."

Gavin Jones
Chief Executive
Essex County Council



Supporting the functions

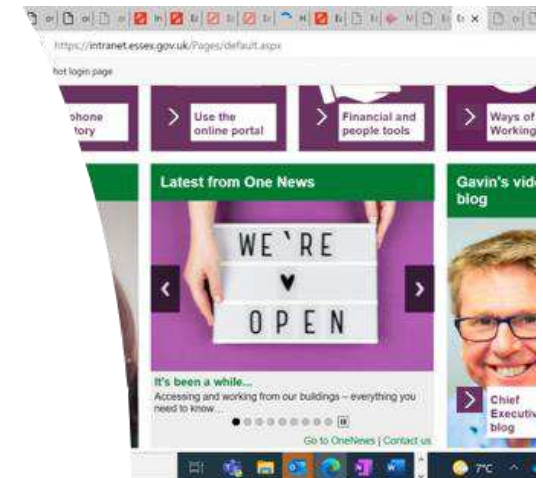
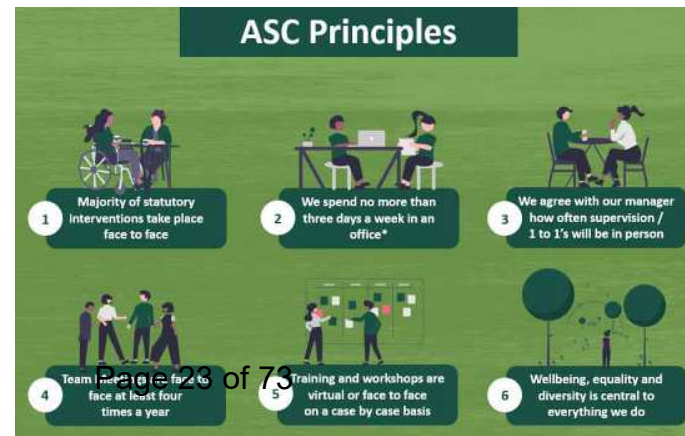
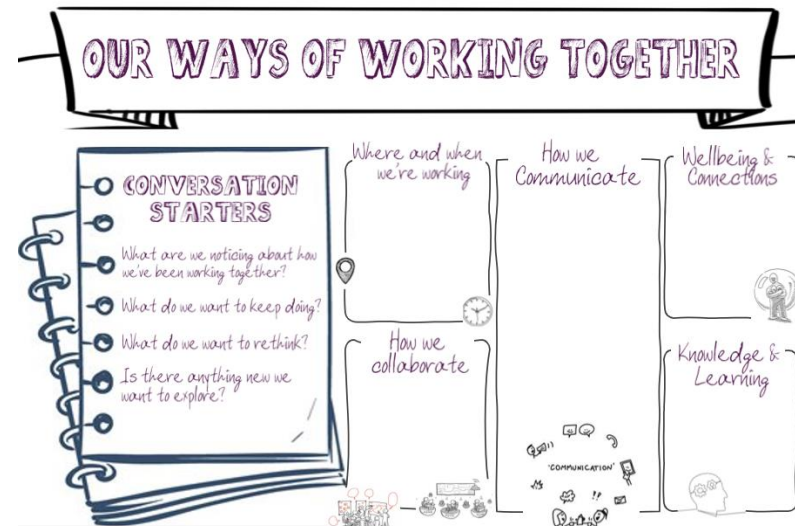
Supporting Managers/Leaders to reflect on and review new ways of working to increase embedding.

Targeted and function specific communication campaigns to increase awareness and knowledge.

Tailored function specific support materials and toolkits.

Functional 'Hybrid Working Principles & Expectations' materials

Tailored team related activities designed and delivered to encourage hybrid working.





Welcome to Managing in a Hybrid World Hub

At Essex County Council we are on a journey to successfully adapt to our new ways of working. The Managing in a Hybrid World programme is part of the wider Ways of Working programme, and it has been created and developed to support managers and leaders at ECC.

What would you like to do today?

[Managing council money](#) | [Supporting your team](#) | [My employment](#) | [Around the council](#) | [How to get involved](#)

< **Ways of Working (WoW) programme**

What is the WoW Programme?

[Introduction to Ways of Working animation \(3 minutes\)](#)

[Ways of Working Programme Overview](#)

The Ways of Working Programme is here to establish and deliver Essex County Council's new hybrid ways of working and technology needed to support this. There are three main benefits to achieving this:

Overview

1. Introduction – change and your role as a manager
2. WoW Roadmap, WoW expectations and the four Workstyles
3. Workstyle Personalisation
4. Manager considerations
5. Further guidance and next steps

<p>Trust</p> <p>In a hybrid world we are autonomous; managing and working by outcomes.</p> <p>We understand the importance of psychological safety in fostering a sense of trust within hybrid teams/working.</p>	<p>Collaboration</p> <p>Working well with others is important to me, and I embrace hybrid working technology, spaces and tools to maximise collaboration opportunities.</p>
<p>Inclusivity</p> <p>Regardless of where I am, I am a valued and respected individual who plays a significant role in my team, and I fully understand how my role contributes to the organisation and the communities we serve.</p>	<p>Accountability</p> <p>I work autonomously, taking ownership and responsibility of my actions and I am aware how my work impacts others. I am responsible for ensuring where I work, how I work and when I work continues to adequately support service delivery.</p>
<p>Adaptability</p> <p>I have an agile mindset and am able to rapidly adapt to changing working practices. I regularly reflect on my working style and how I can improve my approach to work and others.</p>	<p>Connected Council</p> <p>I feel connected to my team, function and the organisation no matter where, when and how I work, ensuring alignment to Everyone's Essex, the People Plan and the Council's overall functional strategies.</p>

Supporting Managers and Leaders

Introduction to WoW and Guidance to Hybrid Working live manager support sessions.

WoW drop-in sessions for managers with supporting video playlist.

Managing in a Hybrid World development programme to enable managers and leaders to create the conditions for teams to thrive in a hybrid world.

WoW champions group and function specific sub-groups developed create feedback loops and improved communication flows.

WoW intranet hub with manager specific areas and information.



Supporting our employees

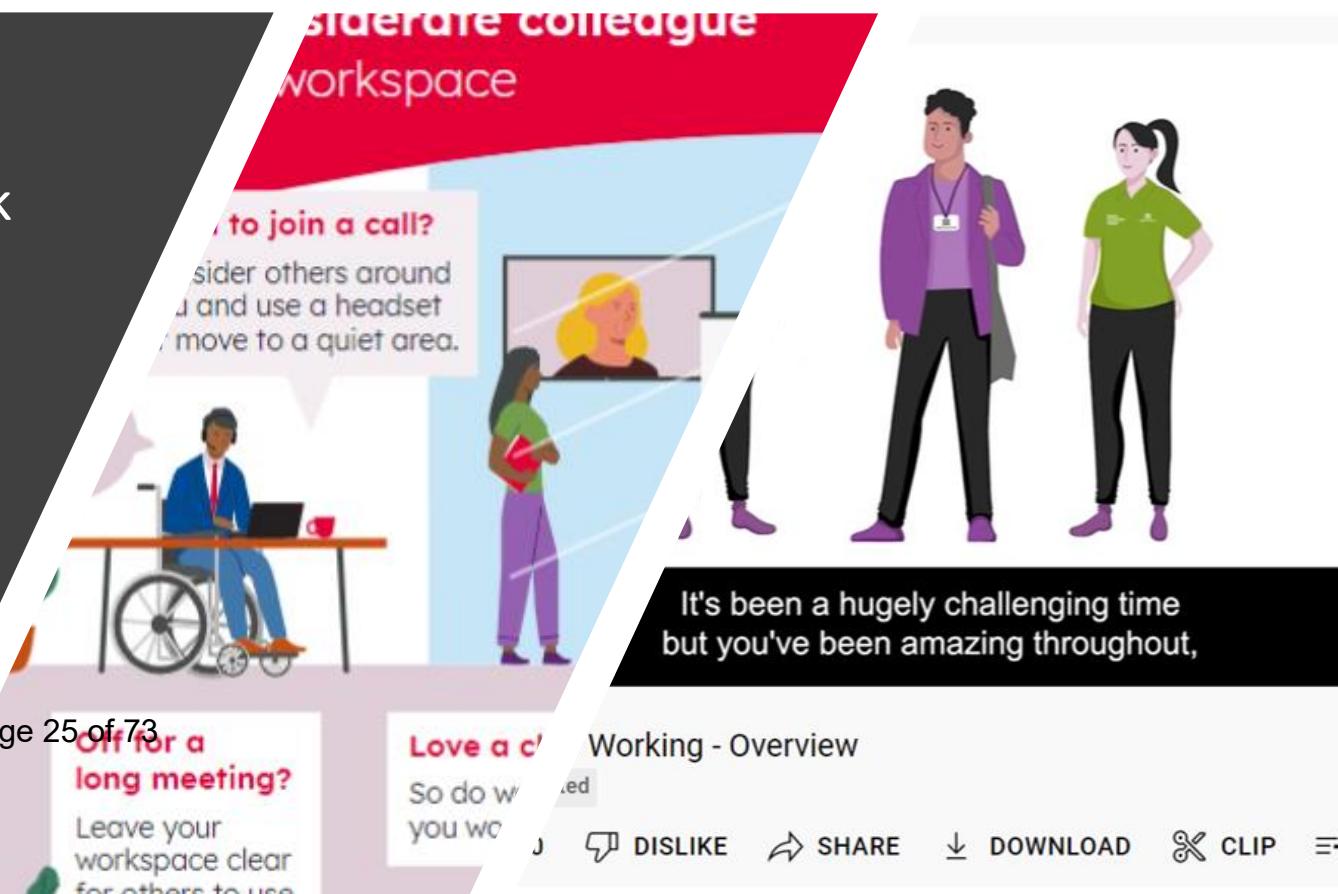
WoW Champions established to create feedback loops and communication flows.

Considerate colleague campaign designed to nudge behaviours aligned to hybrid conditions.

WoW OneNews hub for stories and articles.

WoW intranet hub for info & signposting.

Animation/Videos; introduction to Ways of Working, hybrid and collaboration spaces, and WoW Workstyles.



The voice of our employees

Our employees are our greatest asset and we have a duty to ensure we are providing a safe, welcoming and effective environment to work. It's equally important that we listen to feedback to continue to improve and enable our employees to deliver against the increasing demands of our services from Essex residents. This is critical for our Ways of Working programme as we continue to review and improve our ways of working as a council through our technology, our property and the way in which we work together to be effective in a hybrid world.

In March '22 we ran a **pulse survey** predominantly through our WoW Champions to get a temperature check on what extent teams are discussing their ways of working, experiences of using ECC buildings and any barriers to this, and to capture further feedback on employee experiences.



Received **484 responses** across grades A-B to I.
All workstyles represented in the results.



Approx. 85% of respondents are having conversations within their teams about how they are working together.



Around 83% of respondents have worked from an ECC building since 1st Jan 2022.

Positives of working in a hybrid way

The majority of responses stated the positives of being able to meet face to face have largely been around **social connection**. More specifically, seeing their colleagues has:

- improved engagement and wellbeing
- boosted morale
- increased the sense of connection within teams

The majority of respondents have stated that face to face meetings have been important for **team development, team building, collaboration** and **innovation**.

Challenges to working in a hybrid way



Covid-19



Office space



Connection



Equipment



Expectations



Stakeholder demands



New starters & learning

Working from an ECC Building

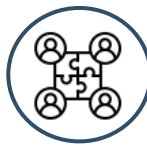
What is working well?



Social connection



Collaboration spaces



Pilot spaces



Hybrid technology



Cleaning equipment

What can be improved?



Equipment



Noise

The voice of our employees – ‘Your voice survey’ (WoW insights)



- **The above shows that at a whole ECC level, an employee’s workstyle is positive for their work (80%) and to a slightly lesser extent, their wellbeing as well (73%)**



- **Where an employee responded negatively to this question, they were given the opportunity to elaborate – many mentioned technology issues, which have been fed through to Technology Services**



- **Overwhelming majority of employees feel safe at work, potentially due to the emphasis on employee safety and wellbeing through the Covid-19 measures**

The voice of our employees – ‘Your voice survey’ (WoW insights)



- **At a whole ECC level, work life balance is generally quite positive, particularly regarding the willingness of managers to discuss flexible working options (85% positive)**



- **Over three quarters of employees feel that that experience of working here meets their expectations**

The voice of our employees – ‘Your voice survey’ (WoW insights)

Workstyle response rates

	Overall	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker	
Total Number	8,041*	3,447	2,651	1,286	471	
Responses	4,576	2,431	1,278	746	68	
% Response Rate	57%	71%	48%	58%	14%	
*NB includes 186 employees without 'Work Style' recorded on Oracle						

- Priority for the survey was making it more accessible and inclusive than ever (available on mobile, non-ECC devices, personal emails, etc)
- Hard to reach teams were identified by the People Business Partners and line managers reached out directly – dozens of new email addresses were added to the survey, featuring many who had never been included in the survey before
- Despite the focus, we still saw a far lower response rate (14%) in the Operational Field-based worker work style
- Part of this reason is that several hundred employees included in the overall figures didn't have email addresses recorded on Oracle and we were unable to obtain them through other sources – the majority of these email-less employees were Operational Field-based workers (Essex Outdoors seasonal workers; crossing patrol officers; etc)

How does ECC compare to other Local Authorities

- **11 Local Authorities have been compared:**
 - Braintree; Cambridgeshire; Central Bedfordshire, Colchester; Kent; Maldon, South Cambridgeshire; Southend on sea; Tendring; Thurrock; West Sussex
- **Four** have adopted workstyles or something similar.
- None of the Local Authorities have confirmed their workstyles/new way of working (if applicable) to their employees at the time this presentation was developed
- None of the Local Authorities have amended their employee contracts to accommodate Hybrid working. However, one Local Authority have made a voluntary opt-in hybrid contract available.
- None of the Local Authorities have changed any other contract terms and conditions to accommodate workstyles/Hybrid working
- However, **three** Local Authorities have changed their policies and/or benefits to accommodate their new ways of working



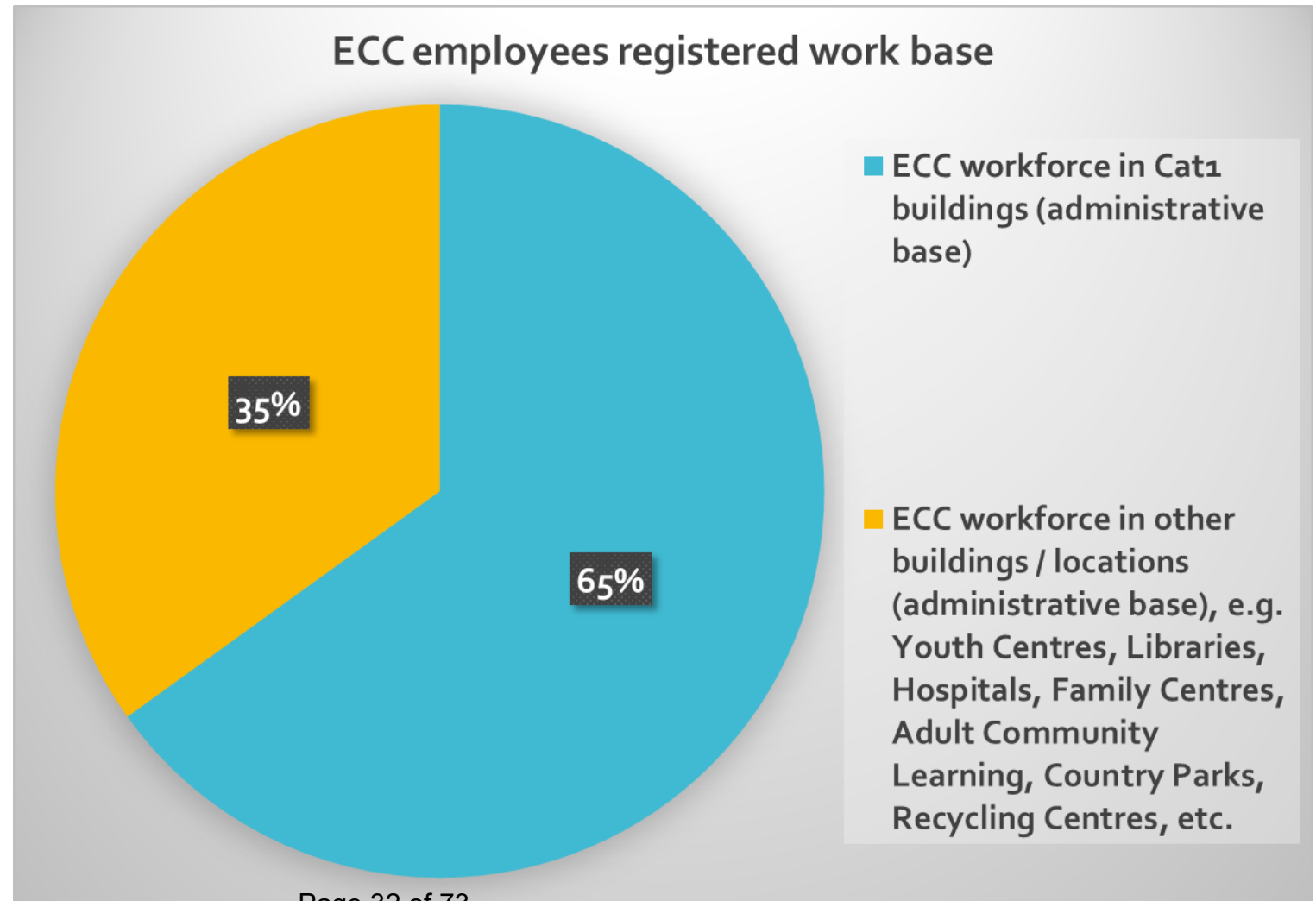
ECC workforce in Cat 1 buildings

ECC Employees distribution in Cat1 and other buildings

Total number of
ECC employees:

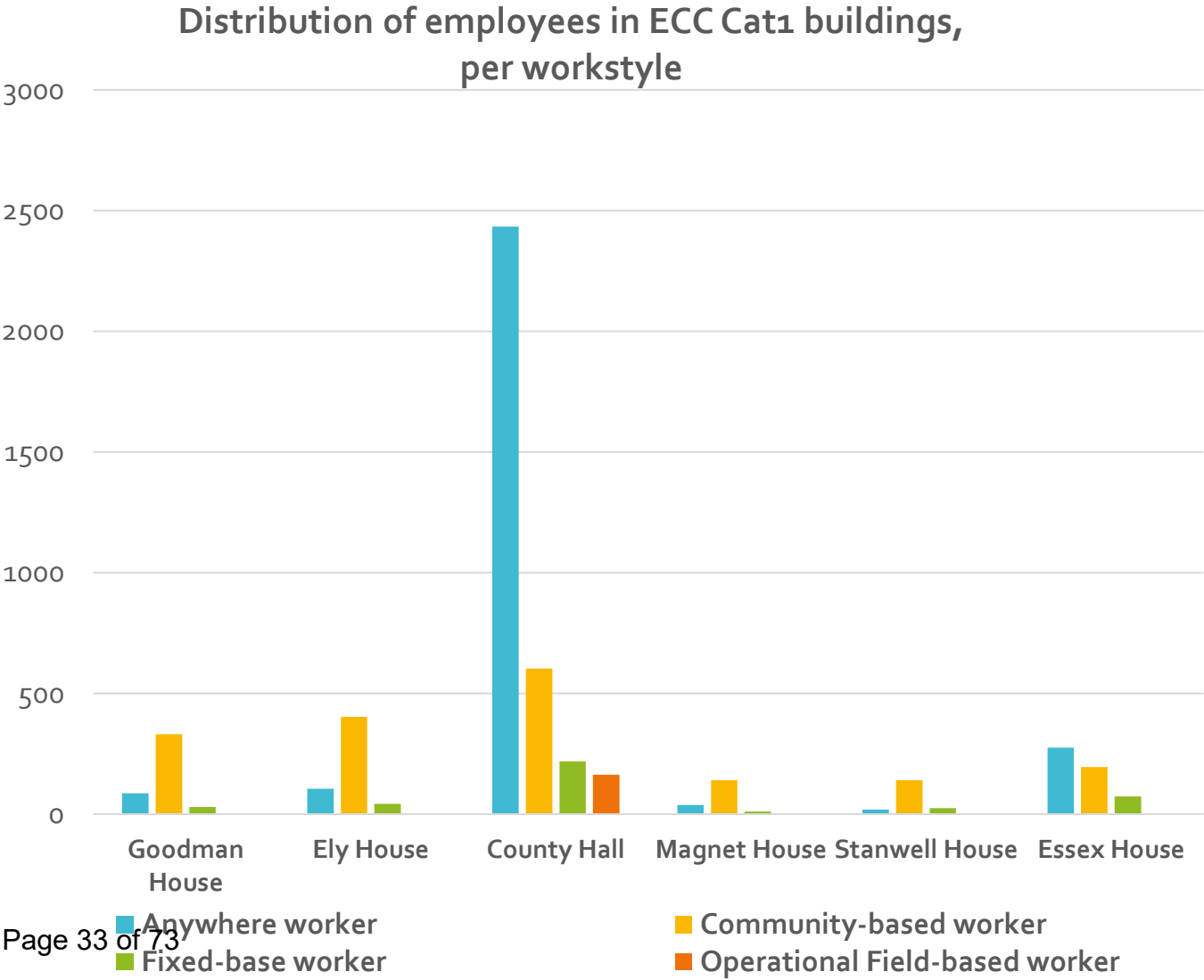
8176 *

*as of May 2022



ECC Employee breakdown per Cat 1 building and workstyle*

	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker
County Hall	2433	603	218	163
Goodman House	86	331	29	0
Ely House	105	403	42	1
Magnet House	38	141	10	1
Stanwell House	19	141	25	1
Essex House	275	195	73	3
Total	2956	1814	397	169



STAFF RETURN DATA ANALYSIS MARCH - MAY 2022

Data Overview and Key Assumptions

- Swipe card data collected across all core office sites during March - May 2022
- Single swipe utilised each day as a record of attendance
- Short visits **not** excluded at this stage
- Organisation information applied to data via look up table
- Personal data not utilised – lowest level drill down to team
- Temporary day passes included in overall figures but not service charts
- More work required on room booking data – this will be issued once collated
- Data workbook will not be shared

Utilisation Data – Summary

Location	Current forecast figures* (Mar 2022)	Peak utilisation figure (Mar/Apr 2022)**	Space utilised vs Forecast (Mar 22)	Peak utilisation figure (May 2022)	Space utilised vs Forecast (May 22)
County Hall (A & E block)	1499	638	43%	703	47%
Ely House	315	207	66%	229	73%
Goodman House	256	132	52%	146	57%
Magnet House	107	79	74%	88	82%
Essex House	208	138	66%	133	64%
Stanwell House	126	82	65%	93	74%
Total	2511	1276	51%	1392	55%

*Under their new ways working, functions provided their estimates for the number of employees (at a maximum/peak) that would be using the buildings and their designated team areas per week – the number of fixed desks were allocated on that basis.

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 **The maximum number of employees at any one time during the month(s) stated (based on swipe card data for that period)

Lastly, a brief update on Property (the Future Workplace)

Workplace Proposals and decisions making

County Hall

- Short Term – decision to be made whilst long term plan is agreed
- Medium / Long Term – Master Planning exercise and long term decision to be made

Colchester Offices

- Essex House – Vacate by September 23 – relocate to other premises
- Stanwell House – Vacate by Spring 23 – relocate to other premises

Goodman House – Review of need and potential co-location opportunities

Magnet House – Review of need and potential co-location opportunities

Ely House – Review of need and potential co-location opportunities

Report title: Performance discussion – Quarter 4 2021-22	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Cllr Kevin Bentley, Leader of the Council	
Date: 28 th July 2022	For: Discussion
Enquiries to: Richard Puleston; Suzanne Barcz	
County Divisions affected: All Essex	

1 Purpose of Report

- 1.1 This report introduces the Organisation Aims Report (OAR) on performance from the Everyone's Essex performance report for Quarter 4 2021-22. The report is provided as an annex to this paper and outlines performance of agreed strategic measures for January to March 2022.
- 1.2 The OAR is prepared on a quarterly basis. The report is designed to:
 - help monitor progress towards the delivery of the organisation's strategic aims; and
 - enable the Chief Executive to discharge his responsibilities towards the council.
- 1.3 The report also includes an outline of the approach to making changes to the measures in the framework.

2 Recommendations

It is recommended that Corporate Policy and Scrutiny Committee:

- 2.1 Note the report and share their views and perspectives on the issues highlighted

3 Summary

- 3.1. The Everyone's Essex performance framework was agreed by Full Council in October 2021, and outlines measures aligned with the strategic aims.
- 3.2 The performance reporting in-year focusses on the strategic measures, which provide a link with the aims of ECC, and relate to measures that are directly linked with interventions of the council.

- 3.3 This report does not cover contextual measures which the Council has an interest in but which are not under its direct control (or the control of any one other organisation) and operational measures which are reported directly to the functions and used by services and portfolio holders to manage services.
- 3.5 In monitoring the impact of Everyone's Essex, the Council wants to be consistent across the life of the strategy wherever possible. However, we also recognise the need to be agile and adapt to changes in local, regional and national priorities and that including a transparent process for changes to the measures will support delivery against the adapting needs of our residents – within the framework of Everyone's Essex. A summary of the process for making these amendments is outlined below, and any changes will be brought to Scrutiny as part of the performance report .

4 Headlines

- 4.1 At the end of the first year of Everyone's Essex, there are a number of significant achievements to note on delivery against performance measures:
- 4.1.2 Supporting a strong economy and good jobs is central to our ambitions, and our performance over the last year has reflected this
- The number of jobs created directly through ECC programmes has significantly exceeded expectations.
 - External investment in Essex has been above previous levels, with significant successes in Q4 for improving our towns, and investment from Section 106 also above 2021/22 levels
- 4.1.3 We've taken big steps towards our commitment of a more sustainable county and achieving our long term goals of net zero and improving the environment for next generations. More or less all of our strategic targets have been hit for this year.
- 4.1.4 We've made sure that families and their children are at the heart of our agenda to make Essex a great place to grow and thrive:
- Delivering school improvement with 89.5% of schools across Essex judged to be good or outstanding at March 2022.
 - The percentage of 16-18 year olds who are NEET remains below the target level despite the pressures on youth employment from the pandemic.
- 4.1.5 On health and wellbeing there has been strong performance on a range of indicators. For example, the number of people receiving weight management support, the number of adult social care users receiving care technology support, and the number of adults with learning disabilities in paid employment are all above expectations.
- 4.2 There are a number of measures that are being kept under review, to ensure that plans are in place to deliver over the remaining period of Everyone's Essex:

- The employment and accommodation outcomes for Essex residents with mental health needs has declined over the last year. Actions to address these are being taken by the provider
- Residents re-presenting for drug and alcohol services have increased, requiring further interventions.
- Residents requiring no further support from ASC have reduced, as a result of higher levels of need and changes in the health landscape.
- While 50% of schools are engaged with ECC's trauma perceptive practice offer, other settings have not signed up. We are exploring if these settings are using other providers.
- Internally, website audits to simplify residents' experience with ECC's online offer have been disjointed over the last year, and technical issues with collection of satisfaction data has meant that we are not able to collate this information in year. A new solution is being procured and will be in place at the end of the year.

4.3 In addition to tracking delivery against performance measures, we also assess our effectiveness in terms of the key activities and outputs we have delivered for our residents and businesses that make a difference to them. The "We Said, We Did" report (Appendix B) that was published in May on the administration's first anniversary summarised a very strong performance on delivery to which all portfolios, functions and services have contributed.

5. Change control process

When outlining the performance measures to Council, we made a commitment to provide stability in the reporting, but also that we would keep these under review to ensure that they continued to reflect our ambitions:

"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" (Section 3.10, Everyone's Essex – Our Plan for Levelling Up the County: 2021-25, 12th October, 2021).

The change control process provides a structure to ensure that proper oversight is given to any additions, removals or amendments to targets and measures and to allow services to ensure that our reporting continues to reflect our priorities.

5.1 Scope - there will be a number of reasons to change the measures currently reported:

- Issue has been de-prioritised – it has been agreed through other routes that the council will no longer be prioritising the actions that would impact on the measure
- Measure needs to be rescoped in light of national policy changes – many of the measures in the framework are derived from nationally defined and benchmarked metrics. Amending the measure in our framework would enable

us to avoid duplication and ensure that we can maintain a view on the council's relative position with other parts of the country

- Target or measure requires updating – this may be the result of external factors that were not in place when the measure was agreed, or to reflect an enhanced ambition. This may also be required to reflect the need to mitigate unintentional consequences (i.e. that focussing on the existing measure / target is having an unexpected negative impact on other areas of service delivery).
- Financial context and demand pressures – we may be required to review measures and targets if the financial envelope in an area changes dramatically or we are exposed to unexpected patterns of demand.
- Target achieved – as we progress through the life of the strategy, there will be some measures which have a definitive 'end' point, where reporting on this measure is no longer required.
- New measure – as the framework progresses, there may be scope to utilise new data sources, to understand our progress against priorities in the strategy or in light of resident priorities.

Amending targets or removing measures because targets are not likely to be met will not be a criteria for change control in the performance framework.

5.2 Process - if it is deemed necessary to make changes to the nature of the measure, target or range of the indicators in the framework, the following steps will be taken:

- Sponsored by the Executive Director, with supporting information
- Agreed by portfolio lead
- Discussed and agreed by CLT
- Recommendations presented to the leader and deputy leader for final sign off (through CPB).

6. Appendices

Appendix A Performance tables

Appendix B We Said, We Did

APPENDIX A: PERFORMANCE TABLES

ORGANISATION AIMS REPORT QUARTER 4 (JANUARY - MARCH 2022)

PURPOSE

This pack provides information to inform Essex County Council's (ECC's) Political and Executive Leadership in managing performance, and in tracking progress towards the delivery of ECC's strategic aims.

It sets out current performance for each of the council's strategic performance indicators. The pack has been prepared to support discussion of ECC's performance as at Quarter 4 2021-22.

Each indicator has been 'RAG' rated based on the current performance, or projected outturn,

Green is on target,

Amber is within 5% of target

Red is more than 5% below target

Direction of Travel arrows are also included to show how the indicator is progressing, regardless of the current RAG rating

Improving performance



Declining performance



Sustained performance



Where a measure has not been updated this quarter, the previous rating has been included but no direction of travel indicated.

STRONG, INCLUSIVE & SUSTAINABLE ECONOMY


Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
Number of people benefitting from ECC skills and employability programmes	N/A	2,557	3,000	Amber ↑	Level 3 qualification numbers increased by 59, while level 2 increased by 332. Options to work with local businesses to turn some Kickstart placements into government subsidised apprenticeships are being explored.
Jobs created directly through ECC programmes	N/A	745	655	Green ↑	The number of businesses supported has increased considerably from Q3. This is primarily due to receiving reports from each district on how many businesses were supported by the grant programmes.
Jobs created indirectly through ECC investments	N/A	No update	N/A	N/A	No update
Investment secured from third parties to fund local regeneration programmes	N/A	£367.2m	£96.0m	Green ↑	Investment secured includes GBF (£28m) and the LGF (£27.7m). Considerable investment for Harlow (Housing Infrastructure grant - £170m) and Government funding for Tendring, Colchester, Jaywick and Harlow (£120m) have contributed to the exceeding of the annual target for regeneration programmes.
Infrastructure investment secured from developer £m (via S106)	£9.6m	£10.5m	Increase	Green ↑	As at the end of 2021/22 ECC has received almost £32m of S106 contributions. Of the £10.5m awarded during Q4, over £5m was focused on our regeneration areas, £400k was awarded towards school transport and £7.5m awarded for EY&C, Primary and Secondary in Chelmsford and Braintree.

Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
New homes delivered (via Essex Housing and ECC Independent Living programme)	N/A	78	113	Red ↑	14 new homes were completed in Q4 taking the total number of completions to 78.

HEALTH WELLBEING & INDEPENDENCE FOR ALL AGES

Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
% schools in Essex participating in the 'Daily Mile' initiative	62.4% (June 21)	64.8%	65.6%	Amber ↑	In Q4 12 more schools signed up to the daily mile. Low sign up was expected during the winter months and the schools' focus on managing the increase in Covid-19 cases.
Number Receiving Weight Management Support	N/A	13,834	12,000	Green ↑	The total number of referrals received for 2021/22 was 13,834, exceeding the target. The service took a total of 10,041 bookings with 36.8% (3,696) of these losing weight.
Percentage of residents who report being lonely	N/A	9.3% (2020)	5.5%	N/A	Next Residents Survey due July 2022
Percentage of physically active adults	67.6% (2019/20)	67.6% (2019/20)	68.0%	N/A	Next update due July 2022
Non re-presentation to treatment within 6 months of successful completion - Opiates	80.5% (Q4)	80.0% (Dec-21)	83.0%	Amber ↑	Performance against opiate and non-opiate programmes have both improved this quarter, but remain below target. It is expected the changes made following the launch of the new national drug strategy will have a positive impact.
Non re-presentation to treatment within 6 months of successful completion – Non-opiates	96.6% (Q4)	95.2% (Dec-21)	97.0%	Amber ↑	
Non re-presentation to treatment within 6 months of successful completion - Alcohol	97.2% (Q4)	94.5% (Dec-21)	97.0%	Amber ↓	
Number of adult social care users in receipt of care technology	N/A	3,780	2,877	Green ↑	Care Technology remains ahead of its budgeted savings target and is currently over-achieving by

					c£3.3m. To date the service has attended 743 response visits and saved an additional £414,000 avoidable NHS costs due to ambulance call outs.
Number of adults with learning disabilities known to social services in paid employment	323	451	344	Green ↑	We have now exceeded the full year 21/22 target, despite a challenging economic environment. Both the Realise Futures and ECL Live programmes are achieving positive results for adults with learning disabilities.
Number of adults with learning disabilities known to social services who secure new employment	N/A	183	86	Green ↑	We have now significantly exceeded the target for 21/22 full year.
Percentage of adults known to secondary mental health services in paid employment	15.6%	14.0%	15.8%	Red ↓	Whilst 14% still benchmarks well with similar authorities, there has been a steady decline in the percentage of adults known to mental health services in paid employment since the beginning of the Covid pandemic. We are taking forward a set of coordinated actions to improve performance.
Percentage of adults with a learning disability that transition into adult social care in residential care	18%	29.0%	N/A	N/A ↑	Awaiting commentary
The proportion of adults in contact with secondary mental health services living independently, with or without support	72.9%	64.6%	73.9%	Red ↓	Essex performance is below both the region and England averages for this measure, and we are working with our Mental Health Provider (EPUT) and employment services to improve performance and reporting in this area.
Percentage of adults who are self-caring post reablement on discharge from hospital	48%	47.2%	50.0%	Red ↓	This measure has been impacted by the pandemic and changes to hospital discharge processes which mean the reablement service has seen higher levels of incoming need, making it more difficult to achieve self-caring outcomes.

Number of total population aged 40-74 receiving an NHS Health Check	4,394 (Q1 2021/22)	23,813	23,000	Green 	As of the end of Feb 22 there have been 23,813 health checks completed, exceeding the target for the year.
Percentage of older people (aged 65+) who received reablement/rehabilitation services after hospital discharge	2.9%	3.6% (Sep 21)	N/A	N/A	No update
The proportion of carers who stated they were 'extremely' or 'very' satisfied with social services	34.9%	26.0%	N/A	N/A	The new All Age Carers Strategy is looking to improve all round performance and to understand what action needs to be taken to ensure carers satisfaction with social care support services improves.

HIGH QUALITY ENVIRONMENT

Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
ECC electricity from renewable sources (GWh)	-	No update. Under review	TBC	N/A	Annual
Retrofit in low income households	N/A	82	80	Green	Target achieved. Awaiting confirmation of further funding to extend programme.
Replacing streetlights (mainly residential roads) in Essex with new LED lights	N/A	27,131	27,500	Amber ↑	27,131 lights were replaced as part of the programme, slightly below target. When all ECC's lights are replaced with energy saving LED lamps, it will save 6,500 tonnes of carbon per year, and will save the Council £39m over the next 25 years.
Sections of coastal paths completed	-	2	2	Green ↔	Target met
Number of national flood management schemes delivered	-	7	No Target	Green ↑	7 schemes have been delivered this year, reducing surface water flood risk to 116 residential properties and made an £150k efficiency saving.
Total household waste collected per household (kg)	1,070kg (2020/21)	1,055kg (2020/21)	1,100	Green	Annual
Percentage of household waste sent for reuse, recycling or composting	51.8% (2020/21)	51.1% (2020/21)	50.0%	Green	Annual
ECC rating for CDP (Carbon Disclosure Project) reporting	B	B (Dec 21)	B	Green	No update
Number of trees planted from Essex Forest Initiative	38,305 (2020/21)	104,444	50,000	Green ↑	In 2021/22 a total of 104,444 trees were planted, greatly exceeding the target


A GOOD PLACE FOR CHILDREN AND FAMILIES TO GROW


Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
% schools engaged in Trauma Perceptive Practice	N/A	50% (Dec 21)	42%	Green	
% settings engaged in Trauma Perceptive Practice	N/A	6% (Dec 21)	7%	Red	The mid year snapshots reflect 553 schools and 900 settings. Settings are slightly below target but there is potential for this to be met by the next update. Schools are above target.
Percentage of eligible 2 year olds accessing funding for childcare in a setting rated at least good by Ofsted	96.6% (2020/21)	96.6% (2020/21)	96.6%	Green	Annual – no update
Percentage of all 3 and 4 year olds accessing funding for childcare in a setting rated at least good by Ofsted	95.2% (2020/21)	95.2% (2020/21)	95.2%	Green	Annual – no update
New primary school places created	N/A	No update	410	N/A	Annual – no update
New secondary school places created	N/A	No update	360	N/A	Annual – no update
Percentage of 16-18 year olds who are NEET/unknown (Dec-Feb average)	4.3% (2020/21)	4.1%	4.3%	Green ↑	Performance has improved from 4.3% in 2020/21 to 4.1% in 2021/22. Improvement was seen across the country but Essex rates continue to remain lower than our Statistical Neighbours (4.6%) and the England average (4.8%).
Percentage of families with successful intervention (Family Solutions)	84%	83.7%	85.0%	Amber ↑	The proportion of successful interventions for Family Solutions is currently 1% lower than Q2 and 4% lower than Q1 The services are experiencing rising case complexities.
Percentage of CYP who do not enter the care system following D-Bit intervention	78%	No update	80.0%	N/A	No update
The number of children known to social care per 10,000	196.9 (2019/20)	188.4 (2020/21)	190-210	Amber ↔	In 2022/23 we will publish the number of children currently open to children's social care,

Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
					as a rate per 10,000, using local population numbers. This will be provided quarterly and the nationally derived measure (which uses centrally held population figures, not supplied) updated annually when it is published (usually Q3).
The number of children subject to Children in Need plans per 10,000	46.5 (1473)	46.9	47.3 – 63.1	Amber ↑	The number of children on a Child in Need plan in Essex has continued to fluctuate throughout the year. The number of children subject to a CIN plan peaked at 1533 in January and a low of 1,441 in July. Current outturn is slightly below range
The number of children subject to child protection plans per 10,000	21.3 (675)	20.5	17.3 – 20.5	Green ↑	The number of children subject to a child protection plan continues to fluctuate but volumes remain to be within expected levels, with rates stable for the last nine months. Quadrant levels vary significantly.
Number of looked after children per 10,000	33.8 (1073)	35.5	34.7 – 39.4	Green ↔	As expected, Essex is seeing a rise in the number of children in care following the pandemic. The number has continued to rise to 1,124 as at the end of March 2022.
Percentage of those supported by youth offending services who reoffend within 12 months	32%	No update	N/A	N/A	No update
Average number of offences per re-offender in 12 months	3.1	No update	N/A	N/A	No update
Percentage of CYP seen by the CAMHS service	32.7%	No update	N/A	N/A	This measure relates to the % of expected levels of children and young people seen by the CAMHS (i.e., relates to expected prevalence not whole CYP population)

Measures	Baseline	Value at Q4	Target/Range	RAG	Comments
Representation of Ethnically Diverse CYP across the statutory social care system: <ul style="list-style-type: none"> Open to social care Children in Care Child protection 	18.7% 21.4% 14.1%	19.6% 24.7% 10.6%	N/A	N/A	The new role of Anti-Racist Practice Lead has now been appointed to and work is underway to understand the existing landscape. One of the main focuses will be exploring the identities of children and families open to social care.

SERVICE EXCELLENCE

Measures	Baseline	Value at Q4	Target/Range	RAG	Comment
Residents who think Essex County Council provides good value	46% (2020)	46% (2020)	48%	N/A	Next Residents Survey due July 2022
Collection rate of Council Tax achieved for this year	96% (2020/21)	96.8%	96%	N/A	The average for all districts (excluding Colchester) so far is 96.8%. Colchester has yet to submit their final tax collection rate, but it is expected this will keep total tax collection in line with the target of 96%.
IMPOWER Council Productivity Ranking	7 (2019)	7 (2019)	Top 10	N/A	No update
Total number of websites	91	88 (Sep 21)	87	Green 	The new intranet and internet solution has been procured, and when these are in place at the end of 2023, options for combining functionality to reduce the number of sites and undertaking accessibility audits will recommence.
Number of websites that have had full accessibility audit	N/A	4	24	Red	
Percentage of users rating their online experience as 5/5 (Satisfied)	N/A	34.2% (Dec 21)	N/A	N/A	No update. In October the decision was made to remove all tracking tools from essex.gov.uk due to non compliance with GDPR/PECR.

Measures	Baseline	Value at Q4	Target/Range	RAG	Comment
Deliver social value through procurement and practice to increase availability of entry level jobs	N/A	981 (Dec 21)	210	Green 	No update

WE SAID, WE DID

Delivering for Essex

**EVERYONE'S
ESSEX**

INTRODUCTION

Setting ambitious goals for Essex is important – we place no limits on the aspirations we have for our county. But it is also important that we follow through on what we say we’re going to do– that’s how we build trust with the people of Essex and create a better future for all our residents.

To hit the ground running we set out our ambitions in a ‘100 Day Plan’ based on the core principles of Renewal, Equality, and Ambition.

This plan set out the actions we would take as a Council to kickstart real change in the county. Since then, we’ve launched our 4 year strategy, Everyone’s Essex, which outlines the long-term focus of our work with 20 commitments across 4 aims:

- **for a strong, inclusive, and sustainable economy**
- **for a high-quality environment**
- **for health, wellbeing, and independence for all ages; and**
- **for a good place for our children and families to grow**

Alongside these commitments, we’ve also been working hard to tackle climate change and the challenge of levelling up the county, which underpin everything we do.

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I am a great believer in two things: first, that everyone should have the chance to reach for the stars, it doesn't matter if they touch them but they should have the opportunity to do so; and second that a society is judged by the way it cares for its elderly and most vulnerable members.

In both cases we have an outstanding record, but that doesn't mean that we can be complacent. We are facing up to huge challenges – particularly in the short term – around inflation and the cost of living crisis that will make things difficult for many of our residents – we will continue to work day and night to do what we can to offset these pressures. But that makes us even more determined not to be distracted from our long term commitment towards climate change and levelling up the county. Economic prosperity, educational opportunity, strong communities, efficient infrastructure, and good and joined-up public services remain the core ingredients needed to help our people and places thrive.

I said at the outset of this administration that I intend to be open and transparent about the progress we are making towards our ambitions. That is why, following the letter I published in January, I'm pleased today to be able to provide a more complete report on what we said we would

do, and what we have done. Our work over the past year to deliver our ambitions in Everyone's Essex has been a down-payment on creating the future we want for this county. We can't achieve all our ambitions in one year or maybe even four, but we have started the process of delivering real change. There is more to come. More hard work will be needed. No doubt there will be more challenges and maybe some setbacks. But we will remain alongside our residents every step of the way, building the county we want together, so that everyone in Essex has the chance to fulfil their dreams.

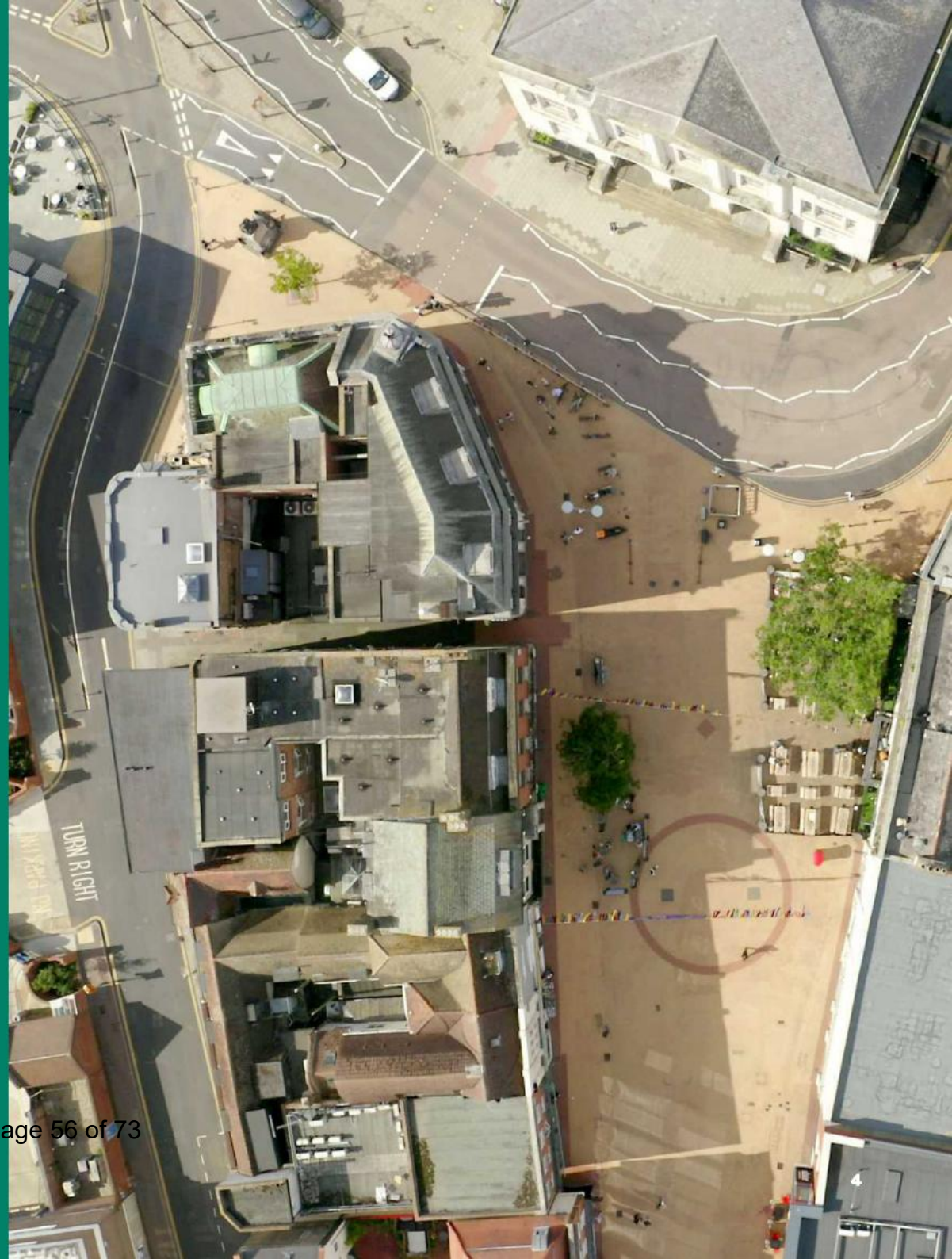
Councillor Kevin Bentley
Leader, Essex County Council



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STRONG, INCLUSIVE AND SUSTAINABLE ECONOMY

Our ambition is to build a stronger, more inclusive, and more sustainable economy for the county – and to do so over the past year we've been proud to deliver a wide range of projects working with our partners including businesses themselves:



- We have supported local businesses through the impacts of Covid restrictions, providing £14.6 million funding via our Business Adaptation Grant Scheme and £1m via the Government's Coronavirus Business Interruption Loan Scheme to more than 5,000 local businesses - safeguarding over 1500 local jobs and creating over 500 new local jobs
- We have also invested £900k in a service to support local business over the next 3 years, providing expert advice and guidance as well as help to access finance which will safeguard and create over 1000 local jobs
- We have launched an Economic Growth Fund of £100m for investments that will deliver both commercial returns and economic growth for Essex, creating 1500 new jobs and bringing forward land to develop circa 1000 new homes
- ECC has committed £10m to support economic growth and the creation of new jobs for future years - supporting skills and training for residents, regeneration of our most deprived

places, support for high streets and businesses, generation of new employment spaces and jobs.

- We have launched our Levelling Up programme in four locations across the county (with three more to follow) and committed investment in programmes for priority areas - including £2m in affordable business units and market space in Jaywick; a training skills programme for Electric Vehicles in Harlow; a new digital hub in Clacton; a £500k community fund; social supermarkets; a community hub; literacy corners in our libraries and a new employers hub in Basildon

**WE HAVE
INVESTED £900K
IN A SERVICE TO
SUPPORT LOCAL
BUSINESS
OVER THE NEXT
3 YEARS**

Our 4-year commitments to build an economy that works for local residents:



Good Jobs



Infrastructure



**Future growth
and investment**

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Green growth



**Levelling up
the economy**

WE HAVE SECURED £20.5M OF EXTERNAL INVESTMENT TO BRING SUPERFAST BROADBAND TO OVER 146,000 MORE PREMISES

- We have established a £1million Arts & Culture Fund to encourage all forms of artistic and cultural activity – with nearly 200 applications received to date
- With our partners, we have secured substantial sums of government investment in Essex: £120m to fund long term regeneration projects in Colchester, Harlow, Tendring, Braintree and Basildon; and an additional £4.35m for community renewal programmes in Tendring and Harlow
- We have supported recovery of Essex's vital tourism industry by investing £750k in marketing campaigns that have generated additional business worth over £5m to the local economy
- We have secured £20.5m of external investment to bring SuperFast Broadband to over 146,000 more premises, including 3700 homes that would have been excluded without our intervention
- We are helping Essex residents into work: over 100,000 Essex residents have used a new website that provides access to local job vacancies, careers and training programmes; we have created over 600 new Kickstart roles for local unemployed young people; and we have supported 351 new apprenticeships
- In the last 12 months, Adult Community Learning have delivered training to 3,357 local residents to gain the new qualifications that will help them to get good jobs; we have launched the Nightingale Bursary Scheme which has supported over 140 Health & Care sector employees to access higher

Our 4-year commitments to build an economy that works for local residents:



Good Jobs



Infrastructure



**Future growth
and investment**

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Green growth



**Levelling up
the economy**

level qualifications; and through the COVID Recovery Academy, 200 recently unemployed adults are being trained for jobs in key sectors

- We have launched a new social value campaign aimed at our £1billion supplier base in Essex, designed to amplify the money we spend in the county to deliver wider employment, social and environmental benefits for our residents
- We have delivered the redevelopment of Junction 7A of the M11 that will improve connections for Harlow and beyond, and approved the new roundabout design for the Army and Navy Roundabout to ease congestion in Chelmsford and along the A12
- We have completed a roads maintenance programme to repair over 1 million square metres of roads and 40,000 square metres of footpaths and cycleways

- We held the first ever Essex High Streets' summit and ongoing support for our districts and boroughs to mount their own summits
- We have delivered 48 new long term homes for people sleeping rough with £450k funding secured from central government

**WE HAVE SUPPORTED
ESSEX'S VITAL
TOURISM INDUSTRY BY
INVESTING £750K IN
MARKETING CAMPAIGNS
THAT HAVE GENERATED
ADDITIONAL BUSINESS
WORTH OVER £5M TO
THE LOCAL ECONOMY**

Our 4-year commitments to build an economy that works for local residents:



Good Jobs



Infrastructure



**Future growth
and investment**



Green growth

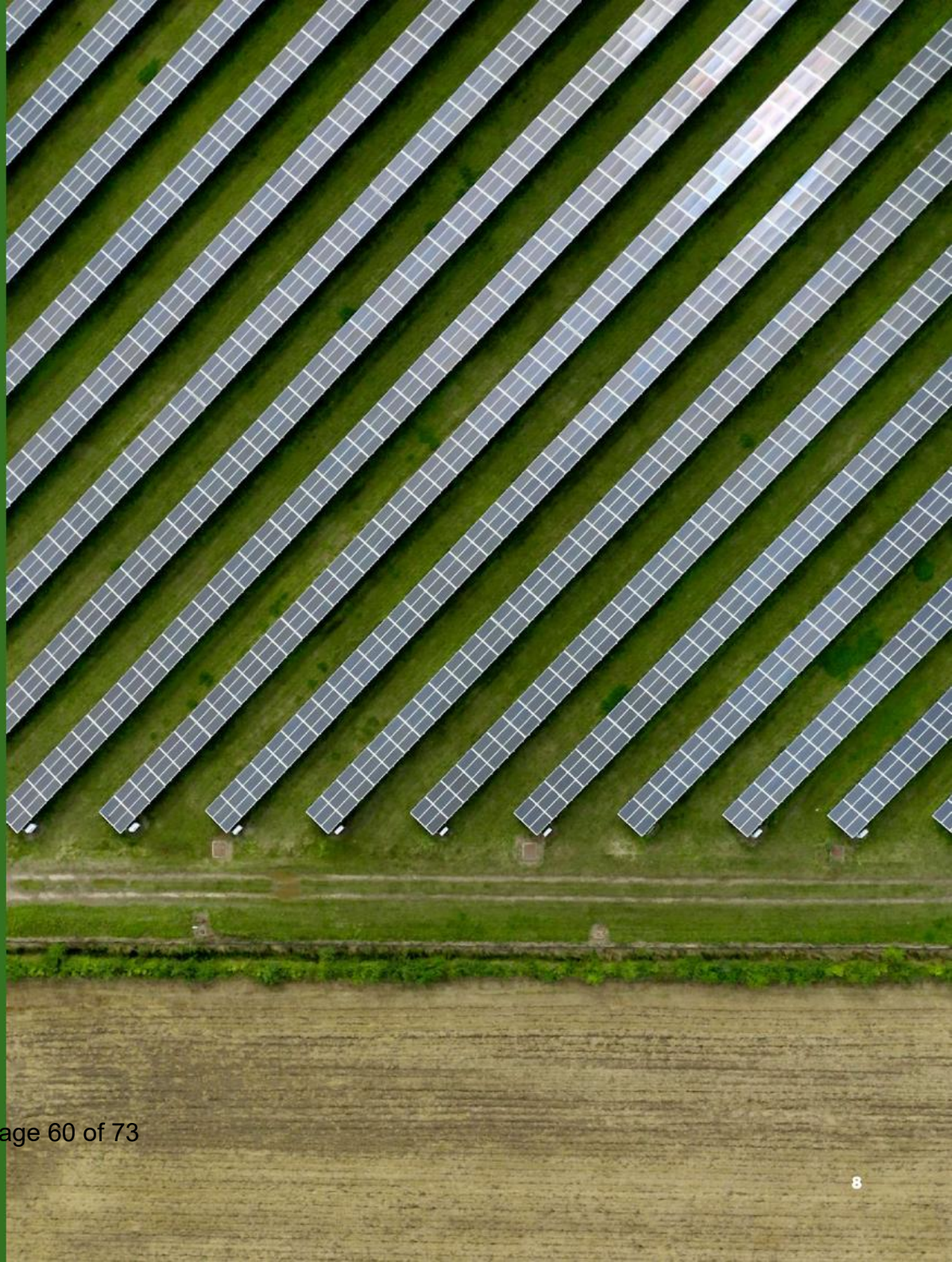


**Levelling up
the economy**

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HIGH QUALITY ENVIRONMENT

We've made amazing progress in the last year towards our long-term goals of becoming a net-zero council and county as a whole, as well as helping tackle the environmental challenges our residents are facing today:



- Supported the ongoing work of the Essex Climate Action Commission which published the 'Net Zero: Making Essex Carbon Neutral' report on how everyone can help make the county carbon neutral by 2050. In response we've established a £200million climate action plan to deliver on the recommendations made by the Commission
- Launched a new £500,000 Climate Action Challenge Fund to support community action on climate, offering grants of up to £20,000 to support voluntary and community projects tackling climate change in the county – with over £100,000 already awarded
- Installed more than 27,000 LED streetlights through year 1 of a 3 year programme to replace street lighting across Essex
- Undertaken a pilot programme to expand three secondary schools using construction methods designed to deliver net-zero, future-proofed, inclusive school buildings. We've also helped install roof mounted solar panels at 29 schools across the county
- Enabled over 350,000 e-scooter journeys as part of our Department for Transport funded pilot
- Campaigned to promote Sustainable Warmth funding for energy efficiency improvements which has seen 82 Essex homes benefit from £800k to date – with over £20m funding still available
- Developed three climate action toolkits, for residents, schools, and businesses to provide guidance on what they can do to help the county become net zero by 2040
- Successfully launched DigiGo, the brand new, on-demand minibus service which is one of the first of its kind in the country. Using 6 fully electric and disability-friendly vehicles, the service

**WE'VE ENABLED
OVER 350,000
E-SCOOTER
JOURNEYS**

Our 4-year commitments to ensuring that Essex has a high-quality environment today and for our children and grandchildren to enjoy:



Net zero



**Transport and
built environment**



**Minimise
waste**



**Green
Communities**



**Levelling up the
environment**

will cater to students, families, the elderly, and people travelling to work providing flexible and environmentally-friendly transport for people who do not live close to main public transport routes

- Delivered a series of events to promote Essex's climate achievements such as the Electric Road to COP26 and Carbon Battle Bus event and a Climate Action Conference
- Joined the East of England Plastics Coalition to add our weight to addressing the challenge of plastic waste and pollution
- Re-opened all Essex Outdoors centres for schools and groups to benefit from outdoor education, alongside our new Country Parks Outdoor Education Programme to expand and enhance the forest school and outdoor education provision across our country parks to connect young people with nature
- Commenced constructions of the West Mersea temporary flood defence barrier scheme

- Completed work on a sustainable draining and surface water flooding alleviation scheme on Canvey Island
- Launched the Walking Strategy to get more of us walking on our network of footways and paths in our rural areas, towns, cities, and neighbourhoods to reduce congestion, air pollution and increase levels of activity
- Worked with groups across five towns (Braintree, Brentwood, Chelmsford, Colchester, and Basildon) to deliver local walking and cycling plans (LCWIPs) supported by investment of more than £7.3million from the Department for Transport
- Worked with bus operators across Essex to produce our Bus Service Improvement Plan to improve public transport accessibility and services to our residents
- Launched the Travel Essex App to make it easier for residents to plan their journeys on public transport.

Our 4-year commitments to ensuring that Essex has a high-quality environment today and for our children and grandchildren to enjoy:



Net zero



**Transport and
built environment**



**Minimise
waste**



**Green
Communities**



**Levelling up the
environment**

HEALTH, WELLBEING, AND INDEPENDENCE FOR ALL AGES

Looking after the most vulnerable in our society is one of the most important things we do as a council and over the last year we've been working hard to deliver the right care, and wellbeing support to everyone who needs it – as well as helping everyone in Essex lead healthier lives:

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- Launched the Active Essex “Find your Active” campaign supported by a £1.25 million fund to enable hundreds of local clubs and organisations to take part in the campaign to provide activities for local people
- Launched the Active Essex “Fit for the Future” Strategy aimed at levelling up the playing field across Essex by supporting those who are already active and tackling head on the inequalities that currently prevent others from accessing the life changing impact of an active lifestyle
- Launched Essex Pedal Power, a £2.7 million community-based project being piloted in Clacton and Jaywick Sands. The scheme is the first of its kind in Essex and will provide more than 1,500 local residents with a free quality bike to get them more active and travel for work, school, college, shopping, and leisure
- Launched the new Essex Care Technology Service to support people with care needs access and use the latest technology to help them to live as independently as possible and improve their quality of life, already benefiting over 3,200 residents
- Worked with the NHS to implement a shared care record, enabling health and care professionals to take faster and more informed decisions and save people the need to repeat basic information to health and care organisations

**WE LAUNCHED
A £2.7 MILLION
SCHEME PROVIDING
1,500 LOCAL
RESIDENTS
WITH A FREE
QUALITY BIKE**

Our 4-year commitments to ensure the best quality health, care, and wellbeing for all the parts of our population:



**Healthy
lifestyles**



**Promoting
independence**



**Place-based
working**



Carers



**Levelling
up health**

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WE HELPED 2,500 OLDER PEOPLE TO ENJOY MORE INDEPENDENT LIFE OUTCOMES AND HELPED AVOID 2,000 HOSPITAL ADMISSIONS

- Opened the Community Initiatives Fund 2021 for applications for individuals, groups, and voluntary organisations to apply for grant funding of up to £10,000 for projects that benefit their local community and the 2022 fund will be opening soon
- Completed implementation of the 'Connect' programme, working with the NHS to transform outcomes for older people, helping 2,500 older people to enjoy more independent life outcomes and helping to avoid 2,000 hospital admissions
- Launched a new model of care and life coaching through micro-community enterprises
- In collaboration with the NHS and the Digital Innovation Zone (DIZ), we have upgraded the connections of 51 GP surgeries in West Essex (and 26 in Herts) to ultrafast broadband, which will enable 300,000 (Essex) patients to access improved digital health care services explore case study.

Our 4-year commitments to ensure the best quality health, care, and wellbeing for all the parts of our population:



**Healthy
lifestyles**



**Promoting
independence**



**Place-based
working**



Carers



**Levelling
up health**

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A GOOD PLACE FOR OUR CHILDREN AND FAMILIES TO GROW

Ensuring that the children and families of Essex are supported to achieve their potential in every way is a crucial priority for the council, and despite the challenges that the COVID pandemic has presented to the county, over the past year we have:



- Announced a £1million investment in reading through the Essex Education Task Force, to support children and young people affected by the loss of learning and missed opportunities during the Covid-19 pandemic. This investment is targeted at the Essex Year of Reading 2022 which launched in February and is already building real enthusiasm
- We have published our 10 year plan to deliver 8,000 new primary school places and 5,600 secondary school places, including the first 3 new net zero carbon schools
- Delivered school improvement with 89.5% of schools across Essex judged to be good or outstanding by March 2022
- Trained over 360 Disadvantage Champions across Essex schools who will support the delivery of the Essex Disadvantage Strategy, aimed to raise educational outcomes for pupils
- Launched a Family Friendly Employers Charter which set out a series of principles on how employers can help parents and carers manage their work and caring commitments – and to date 15 firms employing over 37,000 employees
- Started a new holiday outdoor education programme working with the Essex Boys and Girls Club, commissioned through the Education Recovery Taskforce
- Established a Safety Advisory Group for women’s safety in Essex, which is undertaking research into local needs and issues, which will inform recommendations on changes to help make Essex a safer place
- Agreed new investment to provide additional support for children and young people who are victims of domestic abuse, which will be used alongside additional funding to help victims be able to lead lives free from the impacts of domestic abuse
- Organised the “It’s My Life Festival” for children and young people receiving services from our Children and Families service, including children

Our 4-year commitments to boosting the safety and prosperity of local families:



Education outcomes



Family resilience and stability



Safety



Outcomes for vulnerable children



Levelling up outcomes for families

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in care, care leavers, children with disabilities, and unaccompanied young asylum seekers to meet new friends and enjoy a range of free fun, stimulating and creative activities

- Launched the Essex Early Years and Childcare Strategy 2022-2027, which sets out six key aims for achieving the best possible start in life for every child in Essex
- Invested in our libraries, with Shenfield Library being rebuilt to a high standard and Harlow preparing to reopen in July following refurbishment
- Entered into a strategic partnership with Barnado's to help support our engagement with young people in the design of future residential care provision
- Successfully moved our Tendring Multi-Disciplinary Team pilot (MDT) into an extended phase of delivery, providing early intervention and wrap around support to over 190 vulnerable children and 75 families

- Developed a strategic approach to Anti-Racist Practice within Children's Social Work, including the appointment of a specialist SME to work with our teams to develop and Anti-Racist Practice Framework
- Hosted national conference about children's social work during COVID and the learning for the future: Essex delivered a nationwide conference on best practice in a pandemic. This was funded by DfE as part of their Partners in Practice programme, involved 5 other local authorities, was joined by nearly 200 delegates to the conference
- Launched an Inclusion Framework pilot within Education to support a change of practice in settings, which will enhance and improve inclusion, whilst supporting schools and settings in early identification of need
- Delivery of an Education pilot within Tendring schools, to enhance communication and language outcomes for our Children and Young People.

Our 4-year commitments to boosting the safety and prosperity of local families:



Education outcomes



Family resilience and stability



Safety



Outcomes for vulnerable children



Levelling up outcomes for families

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This information is issued by:
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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

Work Programme

Reference Number: CPSC/18/22

Report title: Work Programme	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 28 July 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 is a standard agenda item. The work programme for the Committee continues to be developed and the current position is outlined below.

2. Action required

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

3. Background

3.1 Developing a work programme

Issues identified during induction sessions in summer 2021 and subsequent formal meetings continue to be incorporated into the work programme by the Chairman and Vice Chairmen.

- 3.2 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. Reflecting the corporate focus of the committee, this could be more looking at the How We Will Deliver section and include scrutiny of effectiveness and efficiency, value for money, and the managing and prioritising of resources, so that investment can be made in the priorities set out in the strategy. It could

Work Programme

also include scrutinising the People Plan in the strategy which aims to ensure that the County Council has the capability to meet the demands ahead.

5. Update and Next Steps

See Appendix.

6. Appendix

- Current Work Programme.

Corporate Policy and Scrutiny - Work Programme – 28 July 2022

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes	Relevance to Scrutiny Theme *	Cross-Committee Work Identified
28 July 2022	Everyone's Essex Strategy	Leader/ Director, Policy and the Head of Performance and Business Intelligence	To consider latest update to monitor progress	Scrutiny of the Everyone's Essex Strategy	Invite other Chairmen/ Vice Chairmen
28 July 2022	Ways of Working update	Cabinet Member Finance, Resources and Corporate Affairs/ Executive Director, People and Transformation	1. To incorporate latest staff feedback. 2. Incorporate corporate transformation ambitions.	Ability to deliver Everyone's Essex Strategy	Invite other Chairmen/ Vice Chairmen
22 September 2022	2022 First Quarter financials	Cabinet Member Finance, Resources and Corporate Affairs/ Director Finance	To consider latest financial performance	Ability to deliver Everyone's Essex Strategy	Not applicable
22 September 2022	Commercial (non-property) investments	Cabinet Member Finance, Resources and Corporate Affairs/ Director Finance	To understand the investments being made, and review current approach and performance	Ability to deliver Everyone's Essex Strategy	Not applicable
27 October 2022	Everyone's Essex Strategy	Leader/ Director, Policy and the Head of Performance and Business Intelligence	To consider latest update to monitor progress	Scrutiny of the Everyone's Essex Strategy	Invite other Chairmen/ Vice Chairmen

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes	Relevance to Scrutiny Theme *	Cross-Committee Work Identified
27 October 2022 - provisional	Ways of Working – accommodation/ estate strategy	Cabinet Member Finance, Resources and Corporate Affairs/ Executive Director, People and Transformation	To review the proposed approach.	Ability to deliver Everyone's Essex Strategy	TBC.
TBC 2022	Essex Archive Services	Cabinet Member Devolution, Art, Heritage and Culture	Influence future approach on the delivery of services including use of digitalisation.	Ability to deliver Everyone's Essex Strategy	Not applicable

Joint scrutiny with Place Services and Economic Growth Policy and Scrutiny Committee (PSEG)

Review of TOVI Waste Plant and impact on future waste strategy (to be hosted by PSEG on 30 June 2022)

Corporate Economic Renewal Fund/Strategy – follow up (arrangements TBC)

Further issues not scoped or currently being scheduled (themes and issues highlighted during induction discussions with Cabinet Members)

Essex Housing - ECC's strategies and plans, including environmental considerations. Could be led by another scrutiny committee.

Essex Outdoors - Increasing usage and making it more commercial. Could be led by another scrutiny committee.

Faith covenant - Role of ECC and the wider Equalities agenda

Procurement - Percentage of procurement with Essex businesses, social value contracts, autonomy of service areas