



Essex County Council

People and Families Policy and Scrutiny Committee

10:30	Thursday, 12 March 2020	Committee Room 1, County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

Graham Hughes, Senior Democratic Services Officer

Telephone: 033301 34574

Email: democratic.services@essex.gov.uk

Pages

Private Pre-Meeting for PAF Members Only

Please note that there will be a private pre-meeting for committee members at 9.30am in Committee Room 6, County Hall.

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|----------|---|--------------|
| 1 | Membership, Apologies, Substitutions and Declarations of Interest | 4 - 4 |
| 2 | Minutes
To approve as a correct record the minutes of the meeting held on 13 February 2020. | 5 - 9 |
| 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. No statement or question shall be longer than three minutes and speakers will be timed. | |

On arrival, and before the start of the meeting, please register with the Senior Democratic Services Officer.

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| 4 | Transforming Community Care | 10 - 25 |
| 5 | Work Programme | 26 - 29 |
| 6 | Date of Next Meeting
To note that the next meeting is scheduled for Thursday 09 April 2020, which may be a private committee session, public meeting, briefing, site visit etc. - to be confirmed nearer the time. | |
| 7 | 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.

- | | |
|----------|---|
| 8 | 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. |
|----------|---|

Essex County Council and Committees Information

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

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

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- Follow the instructions on your web browser

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

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

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

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 J Chandler	Chairman
Councillor J Baker	Vice-Chairman
Councillor G Butland	
Councillor J Deakin	
Councillor B Egan	
Councillor C Guglielmi	
Councillor J Henry	Vice-Chairman
Councillor J Lumley	
Councillor P May	
Councillor M McEwen	
Councillor R Pratt	
Councillor P Reid	
Councillor C Souter	
Councillor C Weston	

Non-elected Members

Richard Carson
Lee Cromwell
Marian Uzzell

Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 11am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 13 February 2020

Present:

County Councillors:

J Chandler (Chairman)
J Baker (Vice Chairman)
G Butland (items 1-4 only)
B Egan (until 1.15pm)
C Guglielmi (until 1.15pm)
J Henry (Vice Chairman)
J Lumley
P May
M McEwan
R Pratt
P Reid
C Souter
C Weston (items 1-4 only)

County Councillor Jill Reeves (Chairman of the Health Overview and Scrutiny Committee) was also present until the end of agenda item 4. Sharon Westfield de Cortez from Healthwatch Essex, and Graham Hughes, Senior Democratic Services Officer, were present throughout.

1 Membership, Apologies, Substitutions and Declarations of Interest

The report on Membership, Apologies, Substitutions and Declarations was received and noted. Apologies for absence had been received from Councillor Deakin.

Declarations of code interest were made by Councillors Pratt and Lumley (Chairmen of Governors, and Governor respectively of Primary Schools). These were noted although not considered sufficient to prevent participation in the meeting.

2. Minutes

The draft minutes of the meeting held on 16 January 2020 were approved as a true record and signed by the Chairman.

3. Questions from the public

There were no questions from the public.

4. SEND Services – Care Quality Commission/Ofsted Inspection

The Committee considered report PAF/04/20 comprising (i) a joint Inspection Report dated 17 November 2019 from the Care Quality Commission and OFSTED on SEND services in Essex, (ii) a joint briefing paper from North East Essex Clinical Commissioning Group (as lead for the five Essex CCGs) giving context to the inspection conclusions and initial reaction and (iii) anecdotal case studies of lived experience in relation to SEND services from Healthwatch Essex.

The following joined the meeting to introduce the item:

County Councillor Ray Gooding, Cabinet Member – Education (from 11.20am);

Clare Kershaw, Director – Education, Essex County Council (ECC);

Adrian Coggins, Head of Wellbeing and Public Health ECC;

Ed Garrett, Chief Executive, North East Essex Clinical Commissioning Group (NEECCG);

Ralph Holloway, Head of SEND Strategy and Innovation, ECC;

Lianne Nunn, Associate Director of Nursing, NEE CCG;

During discussion the following was highlighted and/or noted:

- (i) Reforms under the Childrens and Families Act 2014 placed a statutory duty on Education, Health and local authority to work together to deliver the requirements of the legislation;
- (ii) Government had recognised the extra financial cost to deliver the reforms and some further short-term funding had been provided;
- (iii) OFSTED had deemed that the Essex self-evaluation undertaken before the inspection was accurate and officers felt that no 'surprises' had come out from the inspection;
- (iv) The CQC/OFSTED had judged the pace of change and reform to local services had been too slow although acknowledging that it had accelerated since 2017. The acceleration did align with the timing of a leadership restructure at ECC;
- (v) Agencies were required to respond to the inspection through the submission of a written statement of action to the CQC/Ofsted by the end of March 2020. Essex Family Forum would be contributing to the submission;
- (vi) Agencies would increase prioritisation of the issues raised in the inspection report;
- (vii) The inspection had re-confirmed that there was inconsistency of services across Essex and that development of a joint commissioning framework would ensure a 'common offer';

- (viii) Partnership working could be difficult when partners may have different priorities. There had been challenges in co-ordinating work across five CCG areas and the nomination of North East CCG now as lead for the five of them was seen as a positive development and welcomed by ECC;
- (ix) There was significant over-identification of moderate Learning difficulties – this was at a level considerably higher than any other local authority area. ECC had already recognised this prior to the inspection but had not addressed the issue;
- (x) The process for obtaining Educational Care Health Plans (ECHP) process was not working properly for everyone. However, it was important to recognise that families should still be able to receive support whilst awaiting formal assessment;
- (xi) There was no consistent or single approach to speech and language therapies. ECC had jointly commissioned children's services in West Essex with West Essex CCG, which included additional speech and therapy services, and they were keen to support other CCGs in sharing that learning and benefits of that commissioning structure;
- (xii) It had been recognised during the inspection that not all schools had signed the Inclusion Statement and that this process needed to be re-energised;
- (xiii) The number of Tribunal appeals were high. Partners were looking to establish a better system that can resolve concerns before they need to get to a tribunal. There was ongoing work with advocacy groups to agree a new protocol to enable more discussion rather than families going straight to tribunal;
- (xiv) A concept of a SEN navigator had been agreed and there was ongoing work to ascertain if this should be an actual person or digital platform (or both) so as to assist families better understanding the system and processes;
- (xv) Links with Healthwatch Essex needed to be further strengthened so as to link it in more with relevant strategic governance groups;
- (xvi) ECC were talking to stakeholders to clarify the complementary role school nurses should play in contributing to and promoting public health.

Conclusion:

The Chairman thanked the Cabinet Member and officers for their attendance. The following actions were **agreed**:

- (i) A draft of the local statement of action would be shared with Councillor Baker, as the Committee's lead member on this issue, ahead of submission to the CQC/Ofsted;
- (ii) The committee to consider seeking feedback from families, possibly through visiting the Essex Family Forum;
- (iii) A further update on the responses and actions being taken would be scheduled for July 2020 to align with the already planned update item on the SEN service restructure to be given by Mr Holloway. The timing of further updates beyond that may align with the submission of progress reports to regulators and the DfE;
- (iv) That officers be requested to investigate formalising the requirement to enter into the Inclusion Statement as a pre-condition of appointing Head Teachers for new schools.

The meeting adjourned at 12.45 and reconvened at 12.52pm. Councillors Butland, Reeves and Weston left before the meeting reconvened.

5.

Adult Community Learning – update

The Committee considered report PAF/05/20 providing an update on the Adult Community Learning service. Councillor Ray Gooding, Cabinet Member – Education and Katherine Burns, Adult Community Learning Principal, joined the meeting to introduce the item. During discussion the following were highlighted, acknowledged and/or noted:

- (i) ACL activity had a social investment value with savings to the wider health and social care system which was difficult to quantify.
- (ii) A new national framework to measure outcomes was being developed to facilitate future benchmarking with six identified high-level outcomes – health and wellbeing, employment and skills, attitudes, aptitudes and confidence, integration and inclusion, creativity and culture and skills for life transitions.
- (iii) There were nine ACL centres across the county. The last OFSTED inspection had asked the service to assess whether learners felt safe in their journeys to and from ACL centres. There could be greater use of libraries to host future activities;
- (iv) Approximately 130 outreach centres (such as schools) were also used for some family learning activities.
- (v) The ACL service were looking at how to further motivate those with low literacy skills to undertake courses.

- (vi) Members encouraged further communications exercises to highlight and promote ACL courses.
- (vii) Discounts were available for some courses for those on low incomes. However, it was acknowledged that course prices could adversely impact the broader outcomes being sought for ACL.
- (viii) Family learning courses were open to any carer of children.
- (ix) At the moment the only quality assurance undertaken was via self-assessment against the OFSTED new education framework which was submitted once a year and subsequently used by OFSTED for their future inspections.
- (x) Future OFSTED inspections would assess against three components – the intent of the curriculum offering and the learner, secondly the implementation (where doing it and how much offering) and thirdly measuring the impact of the intent.

Conclusion

The following actions were agreed:

- (i) Recommendation – Community Learning Team to further promote that grandparents could attend family learning courses.
- (ii) A copy of the latest ACL self-assessment to be provided.
- (iii) To consider a future visit to an ACL centre.
- (iv) A further update to focus on the new OFSTED inspection framework and also the measurement of the impact against the national outcomes framework once it was established.

Councillor Gooding and Katherine Burns were thanked for their attendance and then left the meeting.

6. Work Programme

The Committee considered and noted report PAF/06/20 comprising the current work programme for the Committee.

7. Date of Next Meeting

The next meeting would be on Thursday 12 March 2020.

There being no further business the meeting closed at 1.29pm.

Chairman

Transforming Community Care - Hospital discharge process

Reference Number: PAF/07/20

Report title: Transforming Community Care - Hospital Discharge Process	
Report to: People and Families Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 12 March 2020	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 Chairman has requested a detailed briefing and presentation on the findings and conclusions of a recent review of hospital discharge processes.

2. Action required

To consider the update and identify any follow-up scrutiny actions

3. Background

- 3.1 The Committee has resolved to look at certain aspects of domiciliary care.
- 3.2 The County Council commissioned Newton Europe to review hospital discharge processes and to reflect on the appropriateness of historical care packages put in place. The conclusions of this review may provide an introduction to the domiciliary care review and/or other future work of the Committee.

4. Update and Next Steps

See Appendix A.

5. List of Appendices

Update from Peter Fairley, Director, Strategy, Policy & Integration (People), Essex County Council.

6. Further reading:

Carers UK – [Coming Out of Hospital](#)
Kings Fund - [Delayed Transfers of Care - Quick Guide](#)

TRANSFORMING COMMUNITY CARE

February 2020 Briefing



NEWTON

Background

- The health and care system is **committed to transforming** how we deliver community services across Essex
- NHS Long Term Plan prioritises establishment of Integrated Care Systems, shifting demand **out of hospital and into community services**
- Local Government Association peer review showed that, whilst good progress is being made, there is more to be done to ensure a shared understanding across the Essex system and stepping away from a culture of short-termism towards a model of **delivery at scale and pace**

Transforming Community Care

- ECC are uniquely placed to support transformation across Essex, and have established a Transforming Community Care programme of work
- ECC commissioned Newton to complete a detailed diagnostic of intermediate care pathways in 2019 together with health partners, which found more could be done to deliver the right care in the right place at the right time. Often we struggle to give an individual the right support at the right time through our community services.
- Currently the plans are being developed for a phased implementation of improvements across health and social care partners



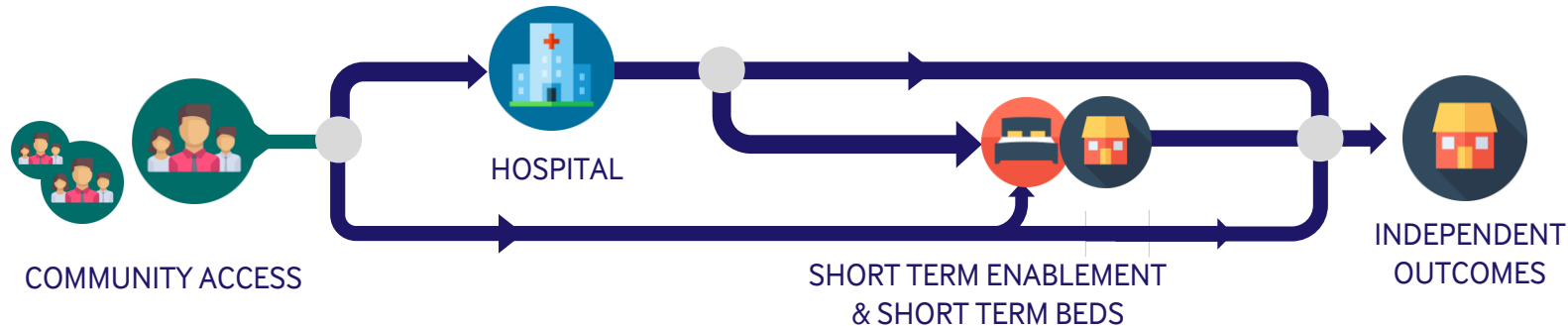
We face a huge challenge in supporting our growing frail elderly population, but there is a desire from all system partners to make a measurable difference to outcomes for older people in Essex

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Intermediate care in Essex

What is Intermediate Care?

A range of integrated services that: promote **faster recovery** from illness; **prevent unnecessary acute hospital admissions** and premature admissions to long-term care; support **timely discharge** from hospital; and **maximise independent living**.



Types of service

Intermediate care services are usually for 1 – 6 weeks.
Four service models of intermediate care are available:

- **Bed-based intermediate care**
- **Crisis response**
- **Home-based intermediate care**
- **Reablement**

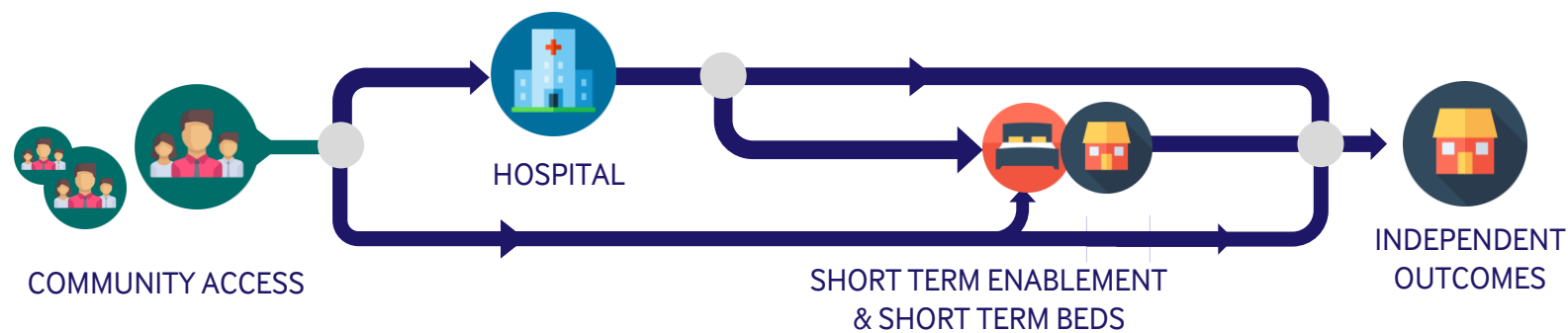
This year we will spend £245m (gross) supporting older adults.

£22m of this is on intermediate care services in part funded through the Better Care Fund, with over 11,000 accepted referrals for reablement and 'in lieu of' services annually.

Intermediate care in Essex

VISION

To **jointly** design and move towards an effective and **integrated** Intermediate Care offer across Health, Social Care and the Community, which ensures that older adults can access the **right support**, at the **right time** and in the **right place**.



PRINCIPLES

Ensure that home is the default option

Prevent avoidable admissions and support timely discharge following admission

A modern system, fit for the future and enabled by digital solutions that improve service user experiences

A skilled, collaborative workforce that promotes recovery and maximises the ability to live independently

Deliver consistently better outcomes for Older Adults in Essex

Intermediate Care Diagnostic

The diagnostic established an evidence base to show where the opportunities are to improve outcomes for older people.

This will allow us to work out exactly what to change, and how best to change to improve things for the people we care for, and our staff.

We have better information about our current situation than we have ever had before



>250 hours
Shadowing
frontline staff



2 million
Data points
for analysis



2147
beds reviewed for
delays and next steps



235
Survey responses



340 cases
reviewed with
95 practitioners

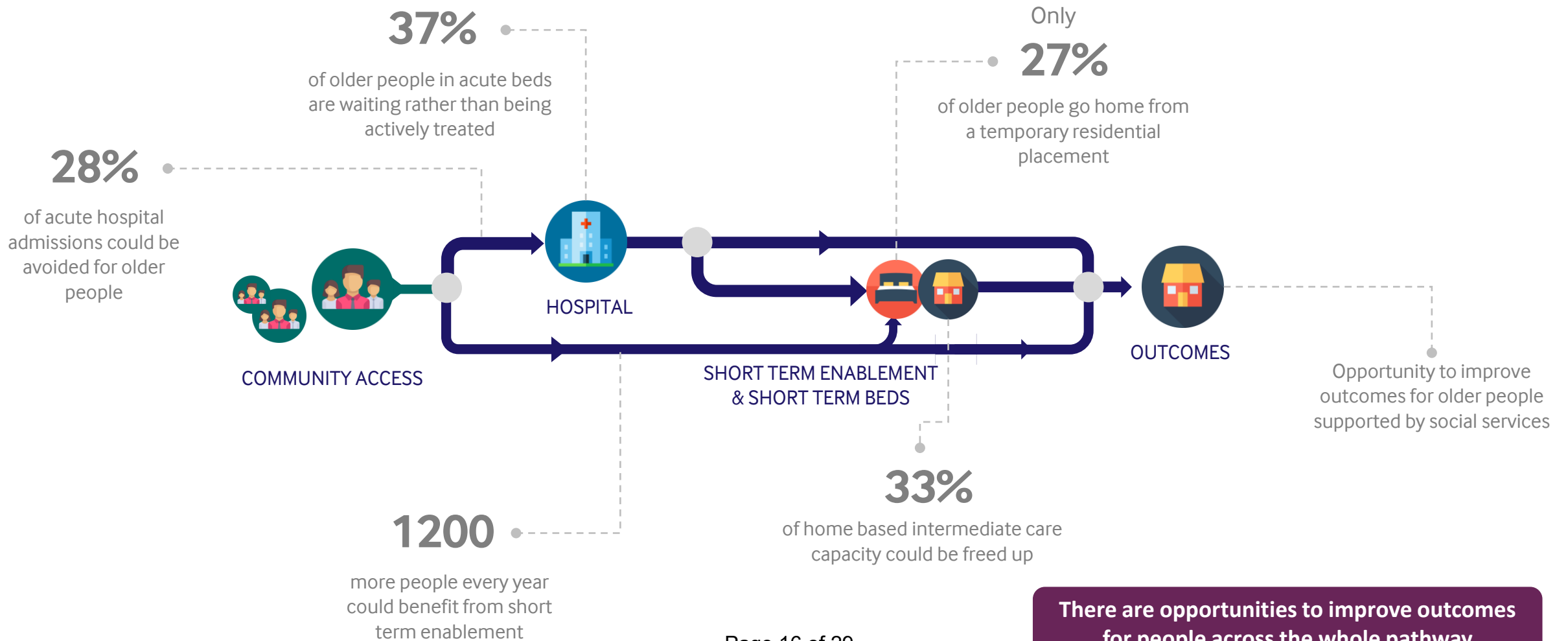


Discussions with
63 leadership and
frontline staff



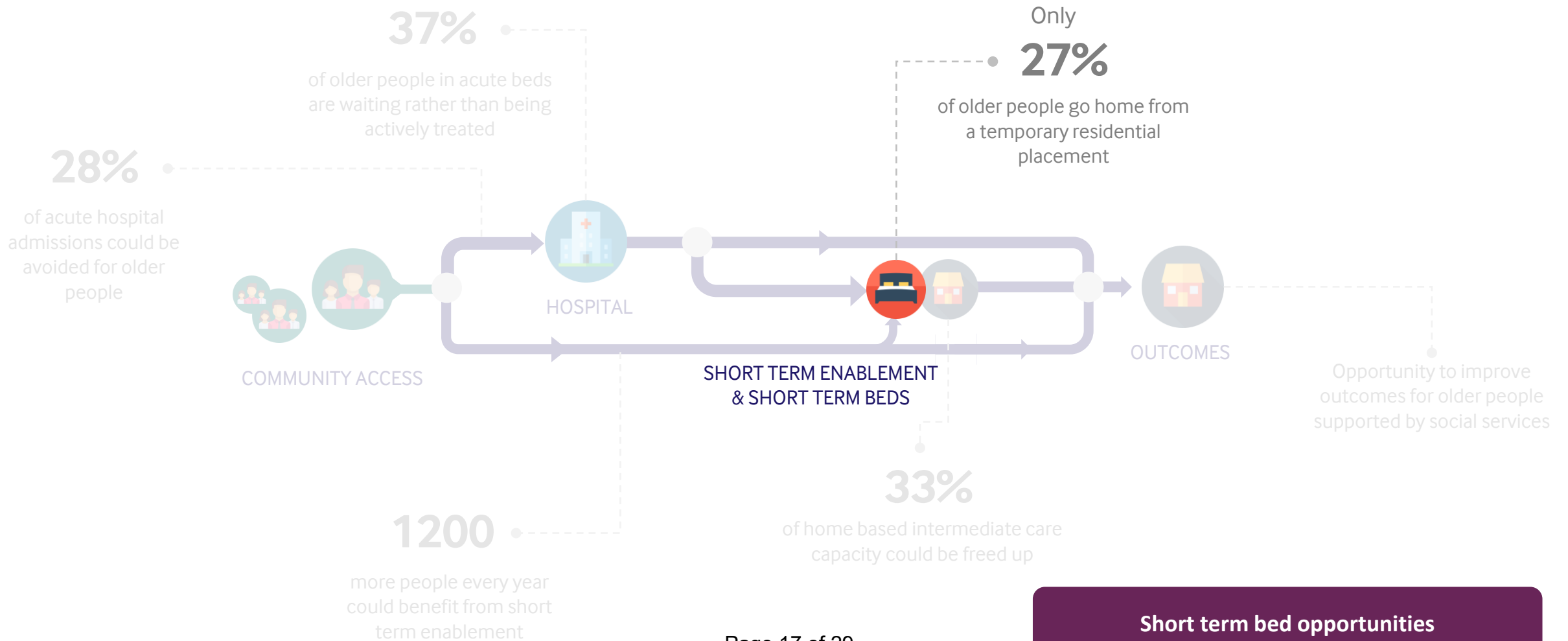
Where is the system preventing ideal outcomes?

EVIDENCE FOUND FROM THE DIAGNOSTIC FOR OLDER ADULTS (65+)



Where is the system preventing ideal outcomes?

EVIDENCE FOUND FROM THE DIAGNOSTIC FOR OLDER ADULTS (65+)

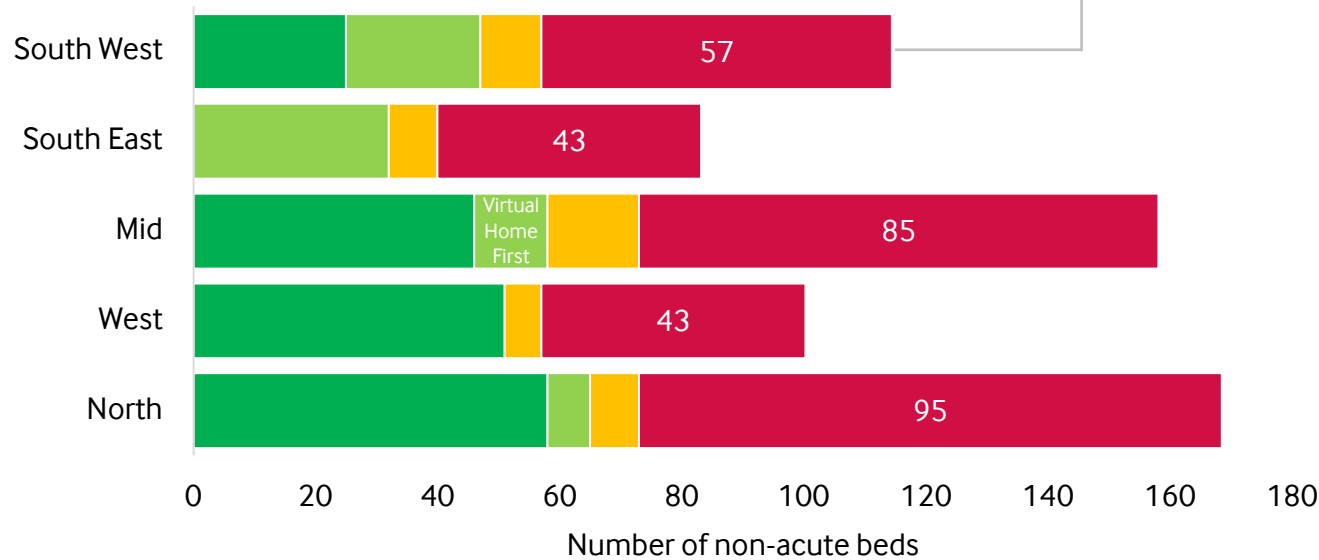


Effective services: short term beds

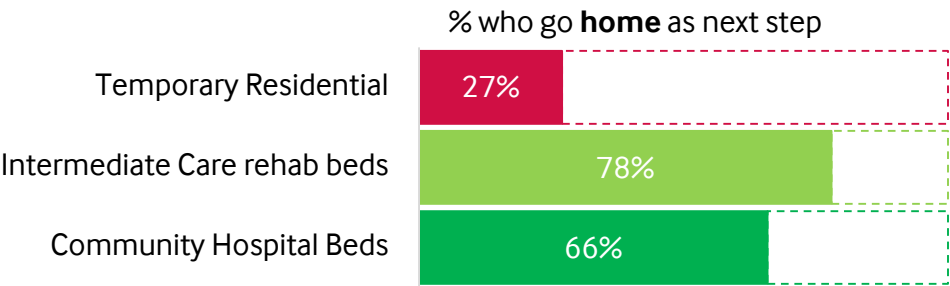
You are more than **twice as likely to go to long term residential care** from a temporary residential placement as from a community hospital or intermediate care rehab bed

When someone **can't go home**, there are various alternative options across Essex for a **non-acute bed**:

There is a large number of **temporary residential placements** across Essex, equivalent to **300 beds**

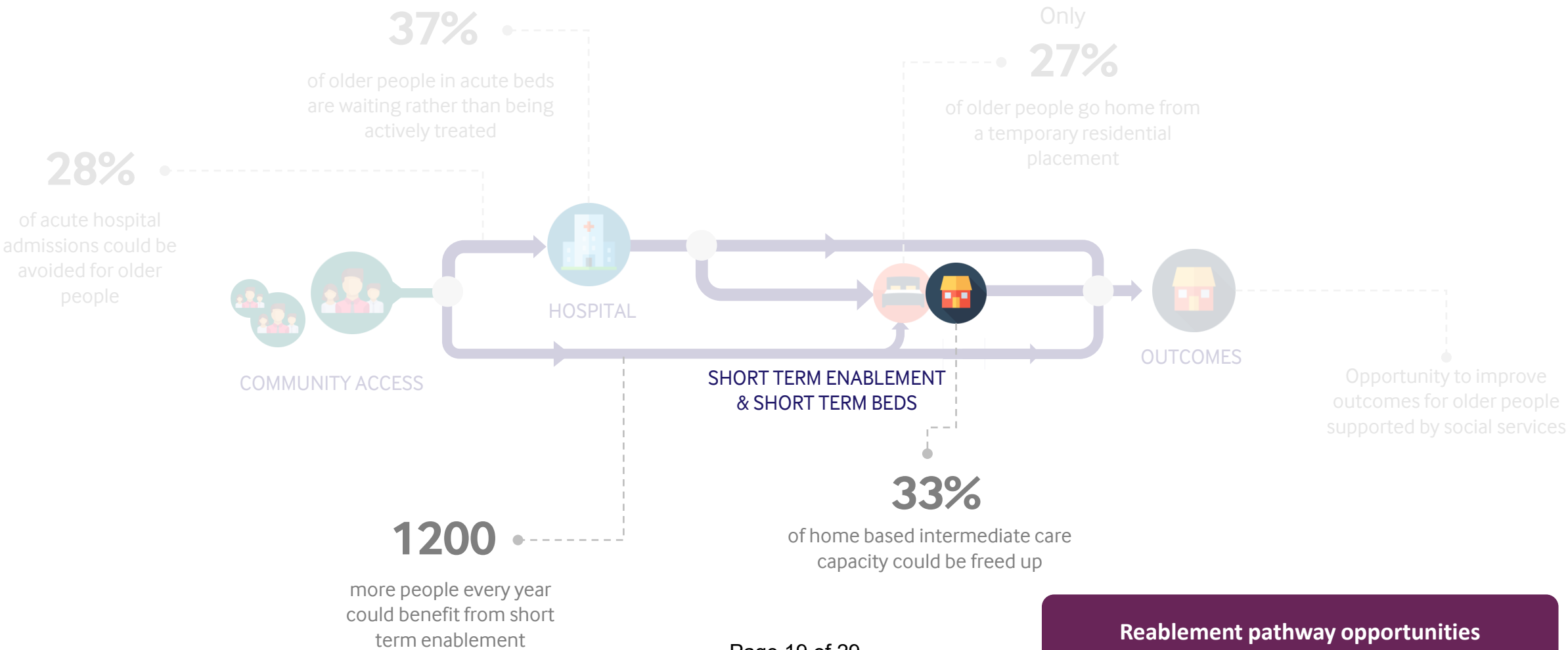


There are very different outcomes from different types of short term bed:

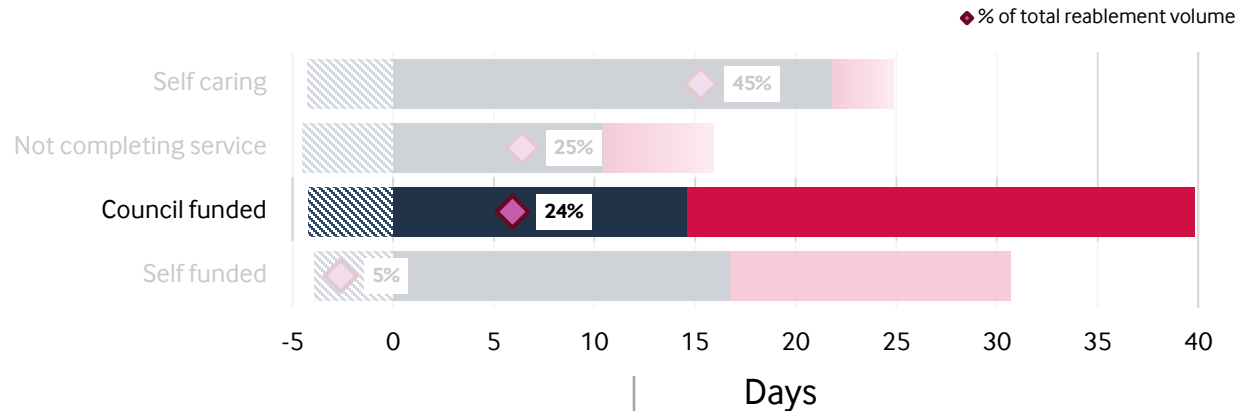


Where is the system preventing ideal outcomes?

EVIDENCE FOUND FROM THE DIAGNOSTIC



People are staying too long in reablement

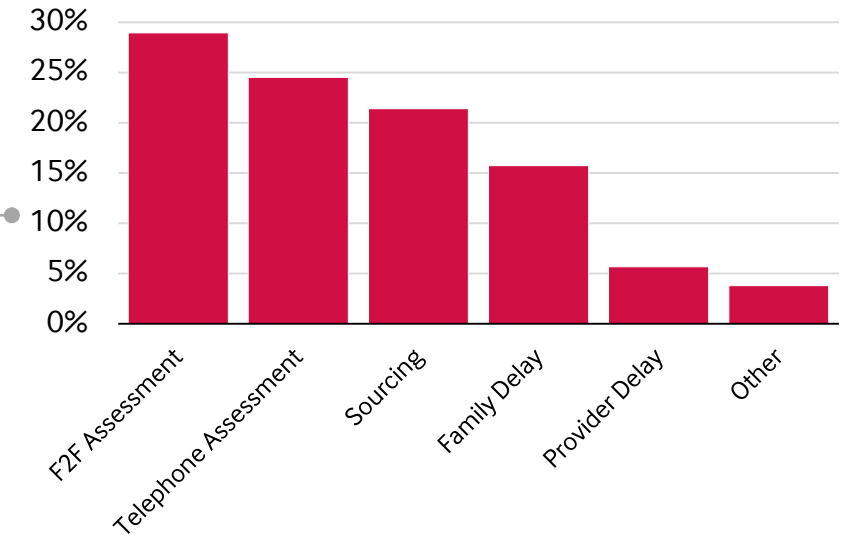


There are significant delays leaving reablement, 25 days on average.

There is a significant opportunity to create additional reablement capacity by reducing these delays.

Processes within the reablement providers also need to be improved to support this, and there is an opportunity for services to be **23% more effective at making people more independent**

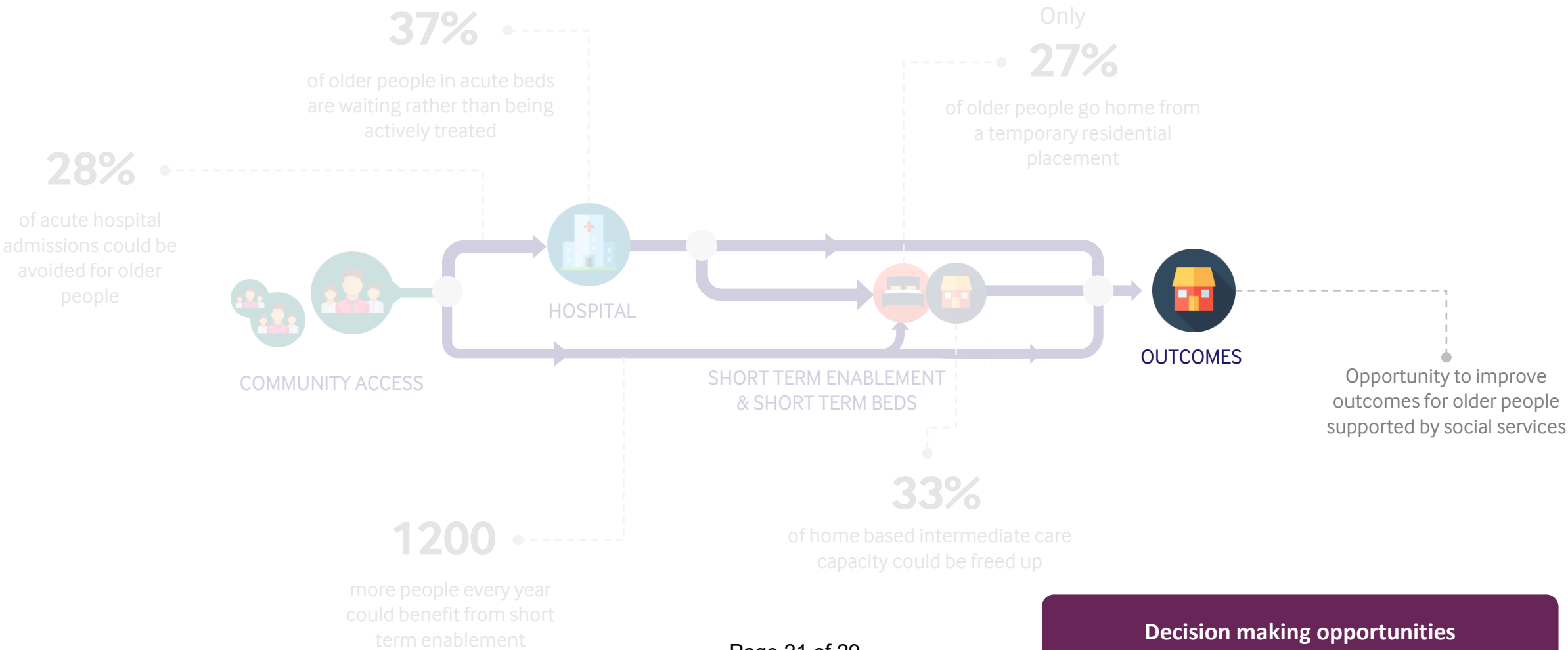
POST-NOTIFICATION DELAYS TO ONGOING CARE



Social workers spend over **40% of their time on paperwork**, and as low as 15% of their time with service users. Improving our ways of working would reduce backlogs and create capacity in reablement.

Where is the system preventing ideal outcomes?

EVIDENCE FOUND FROM THE DIAGNOSTIC



Decision making

We asked **seven practitioners** to review the same case **individually**, and define what the ideal support package was to meet this gentleman's needs:

92 year old man

7 hours per week of homecare

Fall at home and went to Broomfield hospital

Two weeks later he was planned to be
discharged home

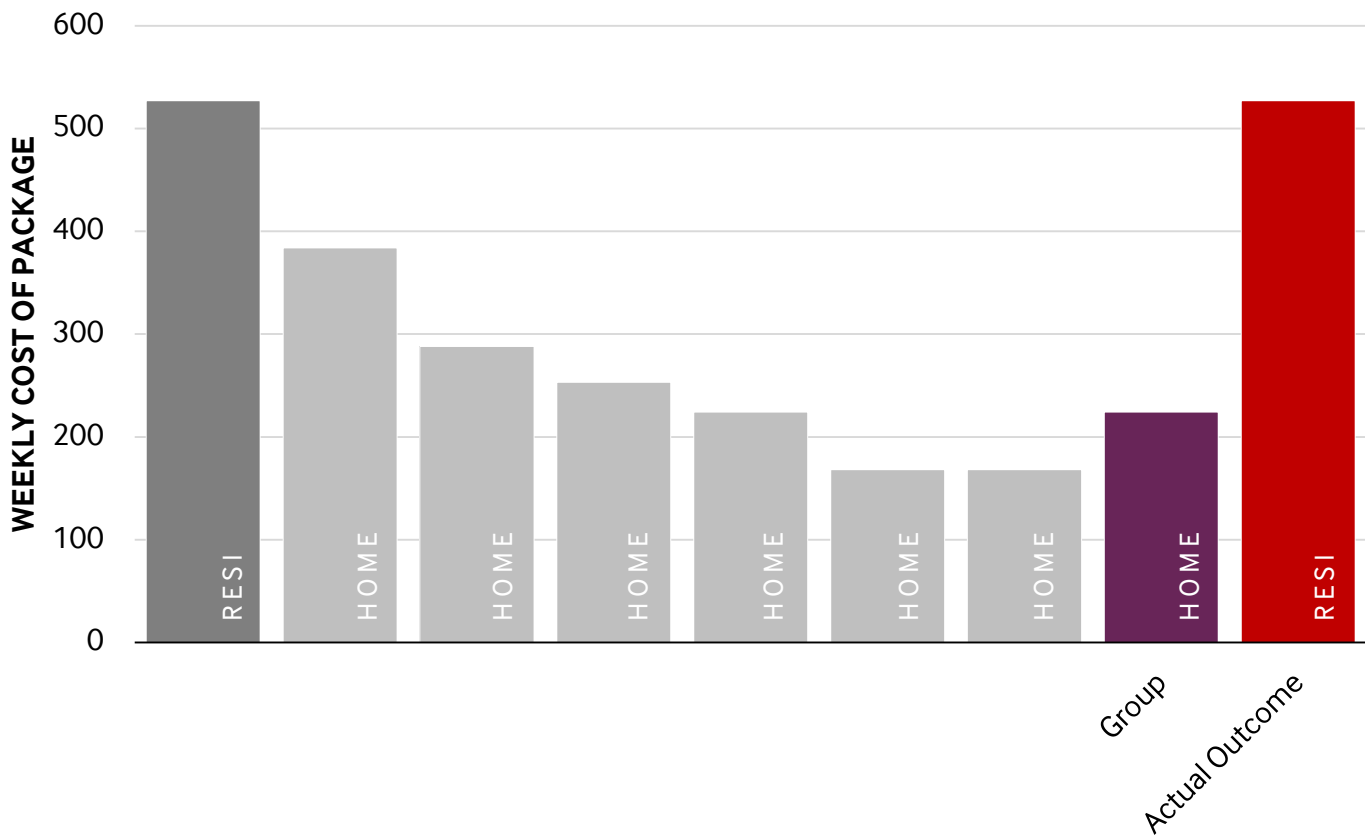
Throughout this time in hospital, it was clear
that his wish was to go home



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There is a significant opportunity to change our processes and behaviours to support more consistent and more independent decisions for people

We asked **seven practitioners** to review the same case **individually**:



When practitioners reviewed the case as a group, a much more independent outcome was suggested than some individual decisions.

The available services make a complex picture

We asked practitioners across health and social care to list all of the intermediate services they need to consider when making a decision



Fragmented services and lack of awareness of services makes it hard for professionals to make the best choice

Key opportunities

System Alignment

Stakeholder management across all involved partners, and change management within the organisations, to maximise the pace and impact of the work done.

Optimised Operating Model and Future Commissioning

Generate a rigorous understanding of the pathways, flow of service users and the outcomes delivered, resulting in an optimised operating model, and inform current contract monitoring arrangements as well as how ECC may want to commission services in the future (i.e. performance targets, incentivisation etc).

Consistent Measurement

Design and co-create all key measures together with ECC staff, developing the accurate capture of data where it does not already exist, creating consistent analysis of data agreed by all parties giving a 'single source of truth', and implementing the processes and behaviours to use the data in an effective way.

Change Capability

Building the capability for, and a culture of, continuous improvement within ECC. Embed continuous improvement methodologies sustainably into ways of working and deliver training to a joint team, both formally and through 'on-the-job' training.

Optimise ways of working

Establish processes and behaviours to ensure consistent decisions are made to maximise independence for service users each and every day, and increase capacity through more efficient ways of working and improved allocation and scheduling.

Work Programme

Reference Number: PAF/08/20

Report title: Work Programme	
Report to: People and Families Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 12 March 2020	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 current work programme for the Committee is attached.

2. Action required

- 2.1 The Committee is asked:
- (i) to consider this report and work programme in the Appendix and any further development or amendments;
 - (ii) to discuss further suggestions for briefings/scrutiny work.

3. Background

3.1 Briefings and training

Further briefings and discussion days will continue to be scheduled on an ongoing basis as identified and required.

3.2 Formal committee activity

The current work programme continues to be a live document, developed as a result of work planning sessions and subsequent ongoing discussions between the Chairman and Lead Members, and within full committee.

3.3 Task and Finish Group activity

A Task and Finish Group has held evidence sessions to scrutinise certain aspects of the multi-agency response to drug gangs, knife crime and county lines. In view that the drafting process now underway for their final report will involve liaison with a number of stakeholders, it intends to present the final report to the full Committee in May 2020.

Cont....

Work Programme

3.4 Chairman and Vice Chairmen meetings

The Chairman and Vice Chairmen meet monthly in between scheduled meetings of the Committee to discuss work planning and meet officers as part of preparation for future items. The Chairman and Vice Chairmen also meet the Cabinet Members for Education, Children & Families, and Health and Adult Social Care on a regular basis.

4. Update and Next Steps

See Appendix.

5. List of Appendices –

Work Programme overleaf.

People and Families Policy and Scrutiny Committee: 28 February 2020

2020 Work Programme (dates subject to change and some issues may be subject to further investigation, scoping and evaluation)

Date/timing	Issue/Topic	Focus/other comments	Approach
Items identified for formal scrutiny in full committee			
12 March 2020	Domiciliary care/ Hospital discharge process	To scope a review of domiciliary care provision in Essex.	To start with a briefing on the conclusions of a recent study commissioned by the County Council reflecting on the appropriateness of care plans after hospital discharge.
9 April 2020 - provisional	Meaningful Lives Matter	Follow up to introductory briefing on autism. To incorporate some of the actions arising from the introductory briefing on autism	TBC
9 April 2020 - provisional	Deprivation of Liberty Safeguards	Arising from Audit Committee agenda item and change in legislative framework	TBC
14 May2020	Educational Attainment	Annual report	Cabinet Member and Director- Education to attend. A new focus on exception/outlier reporting and also measuring attainment for those not able to achieve formal qualifications.
14 May 2020	Drug Gangs, knife crime and county lines	Responding to referral from Full Council to look in particular at multi-agency working	To receive the final report of the Task and Finish Group established to look at the issue.
18 June 2020	Respite Care – <i>follow up</i>	To be updated on the parent and carers workshop held and full-service review conducted.	Cabinet Member and Lead Officers to attend
18 June 2020- provisional	Adult Carers (strategy)	To be scoped	TBC
23 July 2020	Special Educational Needs – Care Quality Commission/Ofsted Inspection – <i>follow up</i>	To be updated on the multi-agency action plan and improvement actions being taken	Cabinet Member and Lead Officers to be present. Multi-agency – health representatives to also be in attendance.
23 July 2020	Special Educational Needs – Essex County Council restructure: <i>further follow-up</i>	Scrutinise service changes arising from public consultation	Review feedback on implementation.
10 September 2020	Education portfolio update: further <i>follow-up</i>	1.The draft Early Years Strategy to be presented ahead of launch; 2.A further update on wellbeing programmes and personal resilience	Last discussed in January 2020. Cabinet Member and Director – Education to be present
TBC	Adult Community Learning – <i>follow up</i>	Consider new national outcomes framework and how being benchmarked against it – to include measuring the social investment.	Cabinet Member and Lead Officers to attend

Date/timing	Issue/Topic	Focus/other comments	Approach
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Task and Finish Group reviews

To finish	Drug gangs, knife crime and county lines	Multi-agency working arrangements	Evidence sessions completed. Report being finalised.
To start	Domiciliary care	TBC	TBC

Further issues under consideration

TBC	Safeguarding/Safeguarding Boards	Previous years have considered the annual reports of the two Safeguarding Boards	To scope and focus on specific operational issues rather than just the work of the two Boards.
TBC	Autism services	Issues identified during joint briefing with HOSC including transitions between services, timing for support and diagnosis, promoting employment, and consistency of mainstream school offer.	To be scoped.
TBC	Provider relationships – <i>follow-up</i>	1.Refreshed Market Strategy 2. Further update on initiatives to improve supplier relationships	Opportunity to review and comment on draft and revisit any issues from previous discussions.
TBC	0-19 contract with Virgin Care – <i>further follow-up</i>	Continue review of contract performance, and the revised (more outcomes focussed) KPIs.	Cabinet Member, Virgin Care, and Barnardos to be invited.
TBC	PREVENT		
TBC	Children in Care/school leavers	Transitions. The support in schools. Discussed in previous work planning discussions	To be scoped.
TBC	Hip fractures and falls Prevention – <i>follow-up</i>	Follow up on Task & Finish Group recommendations that are relevant to PAF	To be picked up during work on domiciliary care.