



Essex County Council

People and Families Policy and Scrutiny Committee

10:15	Thursday, 11 April 2019	Committee Room 1, County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

Gemma Bint, Democratic Services Officer

Telephone: 033301 36276

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.

- | | | |
|----------|--|----------------|
| 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 14 February 2019. | 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.
On arrival, and before the start of the meeting, please register with the Senior Democratic Services Officer. | |
| 4 | Drug Gangs, Knife Crime and County Lines
To consider report PAF/09/19 | 10 - 24 |

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| 5 | Relationship Management
To consider report PAF/10/19 | 25 - 32 |
| 6 | Work Programme
To consider report PAF/11/19) | 33 - 35 |
| 7 | Date of Next Meeting
To note that the next meeting is scheduled for Thursday 09 May 2019, which may be a private Committee session, public meeting, briefing, site visit etc. - to be confirmed nearer the time. | |
| 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.

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| 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. |
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Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972. If there is exempted business, it will be clearly marked as an Exempt Item on the agenda and

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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 M Maddocks
Councillor J Baker
Councillor J Chandler
Councillor G Butland
Councillor J Deakin
Councillor M Durham
Councillor B Egan
Councillor J Henry
Councillor J Lumley
Councillor P May
Councillor M McEwen
Councillor R Pratt
Councillor P Reid
Councillor C Souter

Chairman
Vice Chairman
Vice Chairman

Non-elected Members

Richard Carson
Lee Cromwell
Marian Uzzell

Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 10.15am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 14 February 2019

Present:

County Councillors:

M Maddocks (Chairman)
J Baker (Vice Chairman)
G Butland
J Chandler (Vice Chairman)
M Durham
B Egan
J Henry
P May
M McEwan
P Reid
C Souter

Graham Hughes, Senior Democratic Services Officer, was also 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 Councillors Deakin, Lumley and Pratt and Richard Carson, Educational Co-optee. No declarations of interest were made.

2 Minutes

The draft minutes of the meeting held on 8 November 2018 were approved and signed by the Chairman.

3. Questions from the Public

There were no questions from the public

4. Drug gangs, knife crime and county lines

The Committee considered report PAF/05/19 which was an introduction to the issue of drug gangs, knife crime and county lines. Also attached was a draft scoping document to be considered to framework future work.

The following joined the meeting to introduce the issues:

Tanya Gillett, Head of Youth Offending;
Andy Phophet, Assistant Chief Constable, Local Policing/Crime & Public Protection, Essex Police.

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

- Gangs had evolved and franchised out into rural locations.
- The Youth Offending Service (YOS) had identified county lines as a trend and impacting on local people around two years ago and it had been raised through partnership agency forums. The YOS had an average caseload of 450 people with up to 60 per cent of those cases sometimes connected to County Lines activity.
- There were an estimated 2000 county lines across the country with around 134 thought to cover Greater Essex; at the moment, most of the County Lines operating in Essex originated from London.
- The criminal use of drugs dictated the criminal supply and the main risk and harm did seem to disproportionately affect the young and vulnerable although was not exclusive to these groups.
- A long-term approach and strategy was needed to confront the issues with a strong partnership landscape utilising and joining up the work of safeguarding, education, social care and housing (and other) governance structures. It was acknowledged that agencies needed to recognise that communities change and evolve and they needed to be responsive to this.
- Targeted prevention and intervention activity plus disruption of county lines were all needed. i.e. a holistic focussed approach.
- More joined up working was needed with agencies being advocates for each other and share information on what each other were doing. It was suggested that districts could use their licensing powers more effectively to build more resilient communities.
- The development and adoption of the Violence and Vulnerability Framework (led by the Office of the Police, Fire and Crime Commissioner) was expected to lead to improved joint working and information sharing with Essex Police.
- There was also often insufficient information or notice of people being rehomed within Essex by London Boroughs and specific support that they may need.
- It could be difficult to affect change if vulnerable children are not in school. Emerging research suggested that the support gained from having good family and personal relationships, access to education and training and employment were important factors in building resilience to the influence of drug gangs and county lines. There was also some emerging evidence about the impact of poverty on families and increased likelihood to be attracted to drug income.

- Education had been identified as a key component in the strategy. Members queried whether support would be stepped-up in primary schools to increase awareness, prevention and early intervention – thereby increasing resilience. However, there was also a counter argument that due to their smaller size there was better interaction between teaching staff and pupils in primary schools anyway and that focus should be more on secondary schools.
- There was also an issue about pupils being on a school roll but not actually in regular attendance at the school and this could also be an indicator of vulnerability. It was a significant step to actually permanently exclude a child so some schools would suggest alternative educational packages often delivered remotely but where they could still stay on the school roll.
- YOS was looking to launch a youth justice team (on a partnership basis) for more considered approach assessing each crime where a child or young person is a main suspect to try and identify early safeguarding, vulnerability or support requirements rather than immediately pushing them through the criminal justice system.
- Knife crime was trending upwards with a significant proportion linked to drug gangs. The Police felt that they needed more targeted visible use of stop and search powers complemented by more educational programmes stressing that carrying a knife did not make someone safer. It was highlighted that recent knife crime prevention orders legislation being promoted by the Home Office would enable control orders being put on people who were found carrying a knife.
- Members queried the amount of advice that was available for parents and carers to access. It was suggested that the Essex Young People Drug and Alcohol Service and also the Family Hubs could provide advice. It was acknowledged that probably more could be made available through schools.
- Information on truents and non-attenders at school was shared between partner agencies.

Conclusion

The Chairman thanked Tanya Gillet and Assistant Chief Constable Andy Phophet for their attendance and they left the meeting.

[Clerks note: In discussion after the formal meeting closed, the Committee agreed that further discussion was needed on awareness within and agency links with schools and that the draft scoping document be used to framework future work.].

The meeting then adjourned at 11.45am and reconvened ten minutes later.

5. Special Educational Needs

The Committee considered and noted report PAF/06/19 which comprised an Executive Summary of a review undertaken on current SEN provision including parent and teacher views. Also attached within the report was a draft scoping document to be considered to framework future work. Ralph Holloway, Head of SEND Strategy and Innovation joined the meeting to introduce the item and assist initial discussion.

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

- Essex had a higher number assessed with Special Educational Needs than statistical neighbours and that trend was continuing.
- The number of people diagnosed with autism had also increased resulting in resourcing extra provision for those people in schools.
- The County Council had specialist autism support centres in eight maintained schools offering an integrated model of provision which over time could help pupils integrate back into the mainstream educational provision in the school.
- Between 250-300 pupils a year received their SEN support outside of the maintained school sector in Essex due to insufficient places being available in the maintained sector but this was more expensive and outcomes could be variable in that sector (some could be outside of the county of Essex).
- The new garden communities' developments would put further pressure on school provision and likely lead to further numbers being diagnosed with SEN.
- There had also been a rise in exclusions and it was likely that some could be connected to autism, speech and language difficulties.
- There was no obligation on schools to notify ECC about pupils not accessing full-time education. A new OFSTED framework would help emphasise the importance of this.
- Further attention needed to be given to post-16 transitions particularly looking at SEN provision in colleges and other vocational settings so as to avoid the leaving of school being seen and experienced as a "cliff-edge".
- The County Council was looking to restructure SEN services. It would be launching a public consultation the following month inviting parents and carers etc to co-design future service provision and help identify where and how some services could be delivered differently.

There could be some shrinkage of non-statutory services. Staff were also being involved in the co-designing of future services.

- Members queried the outcome being sought from the planned public consultation and whether it was about changing the quality of services and/or reducing the financial costs of the service. It was stressed that it was about quality and direction of a service which had evolved in response to legislative changes over the years rather than being designed from the start. The County Council wanted to move towards seeking specific outcomes rather than outputs (i.e. volume count on how many people have accessed a service). It was suggested that one specific outcome being sought was to encourage a better understanding by parents that resource is limited and that spending heavily in bespoke specific circumstances would limit ability to invest more widely.
- The County Council wanted support to move towards a 'whole school' approach permeating change through the whole school.

Conclusion

The Chairman thanked Mr Holloway for his attendance. It was **agreed** that (i) a draft of the proposed consultation document(s) be distributed to members in advance of publication for general comment on style and readability (ii) the Committee intended to continue to monitor the consultation process and would continue to liaise with Mr Holloway regarding further discussions (iii) the draft scoping document be used to framework future work.

6. Member Updates

Councillor Henry recommended a virtual autism tour he had recently undertaken and a short film link that was to be circulated to members.

7. Work Programme

The committee considered and noted report PAF/07/19.

8. Date of Next Meeting

The date of the next Committee activity day was scheduled for Thursday 14 March 2019 which may be held in public, be a private session, briefing or site visit – to be confirmed nearer the time.

There being no further business the meeting closed at 12.55pm.

Chairman

		AGENDA ITEM 4
		PAF/09/19
Committee:	People and Families Policy and Scrutiny Committee	
Date:	11 April 2019	
Enquiries to:	Name: Graham Hughes Designation: Senior Democratic Services Officer Contact details: 033301 34574 Graham.hughes@essex.gov.uk	

Drug gangs, knife crime and county lines – follow up
The role of the Office of the Police, Fire and Crime Commissioner

Purpose:

- (i) To consider the report attached in Appendix 2 from the Office of the Police, Fire and Crime Commissioner.
- (ii) To consider the attached draft scoping document (Appendix 3) which can be used to framework future work.
- (iii) To consider the establishment of a Task and Finish Group to continue scrutiny work on this issue and appropriate reporting arrangements.

Background:

The incidences and profile of drug gangs, knife crime and county lines operations is increasing nationally and locally. The issue was discussed at Full Council on 12 December 2018 and the following motion passed:

'This Council recognises the impact of drug gangs, knife crime and county lines as a local, regional and national issue.

This Council commends the work of multi-agency statutory and voluntary partners in Essex, Southend and Thurrock in relation to these issues, particularly given the judgement of "Outstanding" by Her Majesty's Inspectorate of Probation, following a recent inspection.

This Council is pleased to see this work is being recognised by the Home Office in awarding the sum of £640k to the Police, Crime and Fire Commissioner's Office to further expand this multi-agency work.

Cont....

This Council therefore:

- *Calls upon all political parties to work together to drive down the impact of drug gangs, knife crime and county lines on the residents of Essex.*
- *Requests that the People and Families Policy and Scrutiny Committee Has oversight of and contributes to the multi-agency strategy and its development.'*

On 14 February 2019 the Committee opened its review by speaking to Tanya Gillett, Head of Youth Offending and Andy Phopphet, Assistant Chief Constable, Local Policing/Crime & Public Protection, Essex Police. A copy of the minutes of that discussion are attached as Appendix 1 to this report. A link to the papers for the meeting is here - [PAF 14 Feb 2019 papers](#)

In subsequent discussions with the Head of Youth Offending, regarding context and scoping further work, the Chairman and Vice Chairmen have agreed that the Office of Police, Fire and Crime Commissioner (PFCC) should now be invited to attend to outline their role in co-ordinating the Violence and Vulnerability Framework. Accordingly, Greg Myddelton, Assistant Director for Commissioning, PFCC, will be in attendance today to present an introduction to the framework and assist discussion

Specifically, Mr Myddelton has been requested to:

1. Describe the structure and development of the Violence and Vulnerability Framework.
2. Explain how the impact of the V&V strategy is being evidenced.
3. Explain what are the PFCC plans for joint collaborative commissioning.
4. Explain how are the PFCC intending to use recent national and local government funding allocations to add value to system working.

Establishment of Task and Finish Group

Thereafter, the Committee is requested to consider the establishment of a dedicated Task and Finish Group to continue the review of the drug gangs, knife crime and county lines issue. The advantage of continuing the review in that way is that the Group will be flexible and mobile enough to deep dive into issues in a timely manner and members will be able to build up a certain degree of subject matter knowledge through the regular nature of the review. Such a format may permit more frank discussions at times.

Membership and involvement of other ECC members

A recommended size for a Task and Finish Group is approximately six members and volunteers will be sought at the meeting. Those considering volunteering to serve are

advised that the time commitment for the Group's activities and meetings will be additional to the time already being dedicated to the full scrutiny committee.

The Scrutiny Board has agreed that all ECC members should be invited to indicate if they would like to have the opportunity to contribute to any future reviews by Task and Finish Groups. The expectation is that this will usually be as a witness or helping in identifying witnesses and/or information. In exceptional circumstances it may involve being co-opted onto the Task and Finish Group but membership priority will be given to the members of the committee(s) actually setting up the Task and Finish Group.

Timetable for completion

A draft scoping document is attached (Appendix 1) as a guide to framework future work by the Task and Finish Group. Any significant change to the content or focus of the scoping document will require it to be re-submitted to this Committee for endorsement.

Whilst the Scrutiny Board ordinarily expects Task and Finish Group reviews, once commenced, to be completed within three months, dispensation may be sought from it to continue the Task and Finish Group work well beyond that so as to be able to have ongoing oversight of and contribute to the multi-agency strategy and its development.

Reporting arrangements

The Committee will need to consider the reporting requirements for the Task and Finish Group. In particular, regular reports may be required to be made to the full Committee.

Extract of the Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 10.15am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 14 February 2019

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Conclusion

The Chairman thanked Tanya Gillet and Assistant Chief Constable Andy Phophet for their attendance and they left the meeting.

[Clerks note: In discussion after the formal meeting closed, the Committee agreed that further discussion was needed on awareness within and agency links with schools and that the draft scoping document be used to framework future work.].

Violence and Vulnerability update

Greg Myddelton

**Asst. Director for Commissioning
Office of the PFCC for Essex**

11th April 2019

V&V framework - background

- The PFCC was tasked by Safer Essex to lead a Task & Finish Group to develop a partnership strategy for violence and vulnerability
- Thematic groups were developed to explore key work-streams (data, awareness/education, interventions, coordination/partnership)
- A workshop was held on 1st May
- The Framework was drafted and shared for consultation
- Feedback was broadly supportive – minor amendments/additions made
- The framework was established to “... cover all types of serious violence and vulnerability including, but not exclusively, gangs and county lines activity.”

V&V framework - context

The Framework is to guide future working...

... not to dictate to individual organisations

The Framework agrees how, collectively, we think organisations should be approaching this work, so we can make the best use of expertise and resources

V&V framework - ambitions

- to **improve visibility and awareness of partnership activity** around violence and vulnerability
- to **increase** the occurrence and effectiveness of **prevention and intervention** activities
- to **identify opportunities to add value** to existing and planned activities
- to **identify gaps** in current and planned activities
- to highlight areas where **cross-border and partnership working** would be beneficial

V&V framework – success measures

- * Better understanding of risk factors
- * Wider awareness of identifying signs and how to react
- * Organisations delivering a range of awareness, prevention and intervention initiatives with a variety of partners
- * Commissioners aligning priorities and complimenting other commissioned work
- * Senior leaders advocating partnership approaches

EIYF Proposal summary

Home Office - £664k over 2 years

- * Creation of a new violence and vulnerability unit
- * Recruitment of a violence and vulnerability co-ordinator / programme manager
- * Prevention programmes (education and training)
- * Outreach & early intervention initiatives
- * Health Intervention activities (“teachable moment” in A&E)
- * Communications and media campaign/Community engagement

Achievements to date

- * Evaluation project complete
- * Violence and vulnerability unit established and operating
- * V&V PM recruited – start date 23rd April
- * Roundtable scheduled for 10th May
- * Extension of existing interventions
- * Essex Youth Service health interventions established in Southend & Basildon
- * Comms campaign in development

<p align="center">Essex County Council People and Families Policy and Scrutiny Committee (PAF)</p>

DRAFT 1 – 14 JANUARY 2019

APPENDIX 3

Review Topic (Name of review)	Drug gangs, knife crime and county lines
Type of Review	Full Committee or Task and Finish Group - TBC
Rationale for the Review	<p>The incidences and profile of drug gangs, knife crime and county lines operations is increasing. The issue was discussed at Full Council on 12 December 2018 and the following motion passed:</p> <p><i>'This Council recognises the impact of drug gangs, knife crime and county lines as a local, regional and national issue.</i></p> <p><i>This Council commends the work of multi-agency statutory and voluntary partners in Essex, Southend and Thurrock in relation to these issues, particularly given the judgement of "Outstanding" by Her Majesty's Inspectorate of Probation, following a recent inspection.</i></p> <p><i>This Council is pleased to see this work is being recognised by the Home Office in awarding the sum of £640k to the Police, Crime and Fire Commissioner's Office to further expand this multi-agency work.</i></p> <p><i>This Council therefore:</i></p> <ul style="list-style-type: none"> <i>• Calls upon all political parties to work together to drive down the impact of drug gangs, knife crime and county lines on the residents of Essex.</i> <i>• Requests that the People and Families Policy and Scrutiny Committee Has oversight of and contributes to the multi-agency strategy and its development.'</i>
Indicators of success	<p>Contributing and influencing the development of a multi-agency strategy. To bring further public clarity and transparency to the destructive impacts of gang culture.</p> <p>To bring further public clarity and transparency to the roles and responsibilities of agencies and encourage and influence further improvement in the levels of system co-operation and partnership working</p> <p>To bring local member knowledge of locality specific issues to the broader discussion.</p>
Timescales	The review should be conducted over a three month period. Any extension beyond that would need to be approved by the Scrutiny Board.
Provisional Timetable	<p>February 2019 – Full Committee first initial meeting. Scoping Document to be approved. Determine format of review.</p> <p>February onwards – Seek evidence from witnesses, site visits etc.</p>
Terms of Reference	To consider the adequacy of current agency work to reduce the destructive impacts of gang culture in Essex. To have oversight of, and contribute to, the multi-agency strategy and its development.

Key Lines of Enquiry	<ul style="list-style-type: none"> (i) To gain assurance that challenges being faced have been clearly defined and recognised by all agencies; (ii) To gain assurance that the role and responsibilities of all agencies is clear; (iii) To gain assurance that, to the extent necessary, there is an organised and robust system wide (and partnership) working in challenging and reducing the destructive impacts of gang culture; (iv) To understand ECCs specific role and its contribution as a key contributor to and driver of actions being taken.
What primary/new evidence is needed?	<p>Initial briefing update from Head of Youth Offending and Essex Police to understand the issues and challenges being faced. Seek clarification on the role of partner agencies and their inter-dependencies and connecting governance structures:</p> <ul style="list-style-type: none"> (i) Education – e.g. incidences of individuals being out of school (ii) Youth Services re: prevention role. (iii) District Councils' crime and disorder role. (iv) Public Health (v) ECC's Adult Services
What secondary/ existing information is needed?	<p>Look at supporting governance and intelligence sharing:</p> <ul style="list-style-type: none"> - Adequacy and connectivity of differing IT systems. - Funding framework. <p>Are agencies recognising the changing population demographics and needs in the county? Is the current design of services still appropriate?</p>
Relevant briefings and site visits	TBC
Other work being undertaken/Relevant Corporate Links	<p>The issue is relevant to the Council's strategic objectives and corporate priorities, namely to:</p> <ul style="list-style-type: none"> (i) Help Keep Vulnerable Children Safer and Enable Them to Fulfil their potential (ii) Help to Secure Stronger Safer and More Neighbourly Communities

WHO DO WE NEED TO CONTRIBUTE/CONSULT?

Relevant Portfolio Holder(s)	Cabinet Member, Children and Families
Key ECC Officers	Tanya Gillett, Head of Youth Offending
Partners / users	TBC

WHAT RESOURCES DO WE NEED? – consider format of review, co-optees and commitment level

WHO ARE WE DIRECTING ANY RECOMMENDATIONS AND ACTIONS TO?

Recommendations	To relevant Cabinet Member(s), and other agencies and partners that identify opportunities for more partnership working and interventions,
Reporting/follow-up arrangements	

ADDITIONAL INFORMATION/NOTES

	AGENDA ITEM 5
	PAF/10/19
Committee:	People and Families Policy and Scrutiny Committee
Date:	11 April 2019
Enquiries to:	Name: Graham Hughes Designation: Senior Democratic Services Officer Contact details: 033301 34574 Graham.hughes@essex.gov.uk

RELATIONSHIP MANAGEMENT

A review of supplier relationships was undertaken by County Council Officers and a report published in November 2016. Coming out of that review was agreement to conduct an annual supplier relationship survey – the first of these was undertaken at the beginning of 2018.

[The 2016 report can be accessed here From <<https://www.livingwellessex.org/vision/market-shaping/provider-relationship-management/executive-summary-and-your-feedback/>>

The Committee considered the issue of supplier relationships at its June 2018, November 2018 and January 2019 meetings taking in discussion about the above November 2016 report, the results of the survey (challenging progress being made against the recommendations in the November 2016 report and highlight issues still not being addressed or progressed) and consideration of and alignment with the overall Care Market Strategy. An extract of the minutes from January 2019 meeting are attached as **Appendix 1**.

The Committee requested a further information as detailed both in the extract minutes (Appendix 1) and the response (**Appendix 2**). The Committee advised that they did not require officer attendance in this instance. In considering the further information attached, the Committee may decide that it wishes to follow up further clarifications at another time.

Links to the meeting documents for the June 2018, November 2018 and January 2019 meetings follow:

[PAF January 2019 meeting papers](#)

[PAF November 2018 meeting papers](#)

[PAF June 2018 meeting papers](#)

The refresh of the Market Strategy will be undertaken once the business planning process has finished later this year.

Action required:

- (i) To consider the further information received.
- (ii) To note that consideration of the draft updated Market Strategy has yet to be scheduled.

Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 10.30am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 10 January 2019

4. Relationship Management

The Committee considered report PAF/01/19 comprising additional information requested from the Head of Procurement as a result of discussions at the previous meeting. Councillor Chris Whitbread, Deputy Cabinet Member, and Nick Presmeg, Executive Director Adult Social Care, joined the meeting to respond to both advance questions set by the Committee and subsequent questioning.

Background

A review of supplier relationships had been undertaken by County Council Officers and a report published in November 2016 with a number of recommendations and actions to improve those relationships. The Committee had held two discussions with the Head of Procurement over the past six months to ascertain progress and had now requested a further discussion on the extent of executive oversight and leadership for the issues raised in the November 2016 report.

The following was acknowledged, highlighted or suggested during subsequent discussion:

Oversight

- The Deputy Cabinet Member considered that there had been an improvement in provider relationships;
- Executive oversight of provider relationship issues was through Mr Presmeg's reporting line direct to the Chief Executive. The Head of Procurement was part of Mr Presmeg's team.
- There were regular monthly meetings between the Executive Director ASC and the Cabinet Member which included discussion on provider relationship issues.
- There were now regular meetings between the Deputy Cabinet Member, Executive Director Adult Social Care and key leaders from the market;

New framework agreement

- A new framework agreement for residential care providers would come onstream in June. The agreement would reduce the need for ECC to pay higher spot purchasing rates. There could be some providers who would not be able to meet the criteria for entering into the new agreement and, whilst ECC would offer advice to those providers, the criteria was included in the contract to ensure fit and proper providers and maintain quality and safety. It was stressed that, generally, the contract criteria being set was a market standard.

Maintaining quality

- There was an escalation process for unmet care needs which generally led to finding placements for those clients within 48 hours.
- There was significant reliance on service users to provide feedback on service quality although there were other mechanisms and processes that could also monitor service quality - particularly through ECC's Quality Improvement Teams.
- Providers were expected to have good work management systems in place as they had a duty to inform commissioners if they were unable to fulfil appointments and contractual and statutory duties.
- Service complaints were monitored by ECC's Quality Teams with an escalation process for serious safety and safeguarding issues that could go through to ECCs Corporate Management Team. Corrective actions/expectations can be set in consultation with the CQC.
- Other mechanisms were being developed to monitor service quality including electronic monitoring of carer visits to homes which could provide data on work patterns to help inform and define smarter working.

Capacity

- The Care Act required a healthy and diverse care market for all and not just those funded by a local authority. It was considered that there was adequate supply both for those self-funding and ECC funded. ECC could offer enhancements to providers where necessary to target extra resource.
- As part of encouraging better staff retention, ECC was specifically looking to offer better training programmes to providers and support personal development opportunities.
- Continued workforce shortages might require, where appropriate and safe to do so, to move away from hands-on care towards some more remote and less intrusive forms of support such as Telecare. However, it was acknowledged

that a care visit could also provide important social and conversational stimulation for the client.

- The focus on personalisation and increasing personal choice might not closely align with the business models of some providers.
- ECC had responded to the financial concerns at Allied Healthcare by ensuring continuity of care for clients with the majority of the contracts transferred into Essex Cares and some domiciliary care packages were re-tendered.

Market strategy

- ECC would be publishing a refreshed market strategy as part of an updated Business Plan for Adult Social Care in summer 2019. A Statement of Account for Adult Social Care would also be published.
- The Market Strategy had been developed by the same team in Procurement who had identified improvement actions for ECC's relationship with providers. The team had worked with the market in developing the strategy.

Conclusion

The Chairman thanked Councillor Whitbread and Mr Presmeg for their attendance. The following actions were agreed:

Further information would be provided on:

- (i) suspended invoices and whether the suspension was for the full invoice amount or only the relevant part of it that was being queried;
- (ii) the number of residents supported by ECC in care homes that were subsequently assessed by the Care Quality Commission as inadequate and how long it took to remedy the situation (i.e. re-placing the clients in other care homes) and the lessons learnt;
- (iii) whether there was particular criteria within the new framework agreement which were proving difficult for some providers to meet;

It was **agreed** that the committee would have the opportunity to comment on a draft of the refreshed market strategy in advance of publication.

Report title: Provider Relationships	
Report to: People and Family Scrutiny Committee	
Report author: Nick Presmeg, Executive Director, Adult Social Care	
Date: 31 January 2019	For: People and Family Scrutiny Committee on 14 February
Enquiries to: Nick Presmeg, Executive Director, Adult Social Care	

Suspended invoices and whether the suspension was for the full invoice amount or only the relevant part of it that was being queried

- (i) The suspended invoices each month are for the full cost of the invoice suspended not a part of an invoice. The system does not allow us to part pay any invoice due to the current charging policy along with the complexities in trying to reconcile payments for both providers and ECC. If further information is required, I would suggest a conversation with Nicole Wood.

The number of residents supported by ECC in care homes that were subsequently assessed by the Care Quality Commission as inadequate and how long it took to remedy the situation (i.e. re-placing the clients in other care homes) and the lessons learnt

- (ii) the number of residents supported by ECC in care homes that were subsequently assessed by the Care Quality Commission as inadequate and how long it took to remedy the situation (i.e. re-placing the clients in other care homes) and the lessons learnt;

The number of residents in care homes that were subsequently rated inadequate by the Care Quality Commission (CQC) over the past 18 months is 318. These residents were spread across 21 different services. The Council has a strong relationship with the CQC and will be notified promptly if the CQC have serious concerns about a service that they have inspected. Therefore, the council will have taken necessary action to ensure the safety and wellbeing of residents in these services, several weeks before the CQC report is published.

The steps taken to remedy situations varies depending on the specific issues and the respective service capability to remedy the concerns. This is carefully monitored by the Council and in a small number of cases we may take a decision to terminate contracts and move people to safe, alternative accommodation of their choice. However, in the main we will work in partnership with our care home operators to support them to achieve the necessary improvements to services. A typical action plan for improvement is contained to a 3 month period.

The Council has continually developed robust procedures to manage failing care providers. Council officers from a number of functions meet weekly to discuss providers of concern and agree required actions. Where there are significant concerns we will temporarily cease to make placements to that service until the issues are rectified. We also have regular meetings in each Clinical Commissioning Group area, also attended by CQC at managerial level to share local intelligence about care home concerns and to take actions as appropriate.

Our Procurement, Safeguarding, Quality Improvement and Adult Social Care operational teams will work collaboratively to ensure that we comprehensively assess the quality of any inadequate service and develop an action plan for sustainable improvement. We have a dedicated Organisational Safeguarding team who coordinate the response to serious safeguarding concerns with care homes and ensure that a multi – Disciplinary approach including NHS colleagues is established, to ensure that people are receiving safe appropriate care of a high standard. In many cases the interventions of the Council and support to our providers help support improvement and avoid an inadequate rating by CQC.

Our Procurement team are currently leading a workstream for ADASS (Association of Directors of Adult Social Services) to develop a Risk Profiler tool. This will enable us to collect a range of data such as CQC reports, local authority quality assessment outcomes, safeguards, complaints, spend, occupancy, suspension of admissions, whether a current registered manager in place. This will enable us to have a predictive element in monitoring provider performance and anticipate problems before they arise and intervene as necessary and further strengthen our approach.

Whether there was particular criteria within the new framework agreement which were proving difficult for some providers to meet

- (iii) The deadline for bids to join the new framework is the end of January so we have not yet reviewed the submissions. That said, most of our requirements are similar to the current contract so the criterion they are likely to struggle with is completing assessments over weekends. In most homes the manager likes to complete this work and typically they work Monday – Friday. We are working with the market to introduce a trusted assessor model which will help with this issue.

Market Strategy

We have done a lot of communication with the market regarding actions in the CMS.

Our relationship with the Essex Care Association (ECA) – the provider voice – has allowed much more open communication. Directors attend every breakfast event and

Cllr Spence spoke at the last meeting about strategic partnerships. As well as this we have communicated our focus on framework provision.

Cllr Spence also heads an advisory forum discussing strategic issues with a small group of selected providers. This, alongside our other strategic meetings helps us to shape future activity.

The Quadrant forums help to shape the market, talking about and solving local issues (operational), integration with health, providing updates on projects, and getting provider feedback.

Last year also saw some Supported Living / LD forums around the county with a focus on LD provision of the future.

The Care Provider Information Hub is our dynamic MPS, with latest news / information, roles and responsibilities, contact details etc. All designed to keep providers informed of all activity as well as assist in their daily operations. Provider feedback continues to shape content.

Workforce is the biggest issue for providers and as well as an overall Workforce Project group we have set up a sub project team, led by procurement, to review projects to assist provider workforce issues, and look at how contractual arrangements can be amended in future.

Disability Confident survey was sent to the market and follow up work is about to take place to see if this pool is suitable for our markets.

Trusted assessor models have been discussed with the market and a TA is now in place in the mid and piloting elsewhere.

Finally, in late 2018 we sent the annual relationship management survey to the market, and officers, to get feedback on relationships with each department and each other. A report will be compiled and shared in due course with suggested actions.

I attach a hyperlink to the care market strategy. I also attach a summary of the ASC business plan.

The commitment on the market shaping strategy was to review it, rather than to refresh it.

Some good progress has been made on some areas e.g there was a commitment to speed up our payments and clear backlog of late payments. We have also invested a lot through the improved Better Care Fund in care quality initiatives

<https://www.livingwellessex.org/media/534088/care-market-strategy-2017-21.pdf>

		AGENDA ITEM: 6
		PAF/11/19
Committee:	People and Families Policy and Scrutiny Committee	
Date:	11 April 2019	
Enquiries to:	Name: Graham Hughes Designation: Senior Democratic Services Officer Contact details: 033301 34574 Graham.hughes@essex.gov.uk	

WORK PROGRAMME

Briefings

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

Formal committee activity

The Committee held a private work planning session on 13 December 2018, reviewing what it had done in the previous 18 months, discussion on ways of working, and discussion with Cabinet Members. Items programmed/being considered to come to Committee are listed in an updated Appendix A.

Task and Finish Group activity

There is currently no Task and Finish Group activity. There is a proposal elsewhere in the agenda to establish one to scrutinise drug gangs, knife crime and county lines.

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.

Action required by Members at this meeting:

To consider this report, discuss future work activity, and whether any changes are required to the work programme.

Date/timing	Issue/Topic	Focus/other comments	Approach
Items identified for formal scrutiny in full committee			
11 April 2019	Gangs/County Lines	Referral from Full Council and also identified during work planning discussions in December 2018.	(i) Introductory session with Head of Youth Offending and Police representative. (ii) Second session with Office of the Police, Fire and Crime Commissioner (iii) Further work to be defined and undertaken by a Task and Finish Group.
11 April 2019	Supplier relationships		
9 May 2019	Educational Attainment	Annual update and discussion	Director Education and Cabinet Member to be present.
9 May 2019	Cabinet Member – portfolio update (Education)	Part of a schedule of regular updates	Director Education and Cabinet Member to be present.
13 June 2019	0-19 contract with Virgin Care	Review contract performance after a year of operation (KPIs, involvement of CVS etc).	i) Private briefing in July 2018 on background etc, (ii) Formal session in August 2018 to challenge performance. (iii) Further discussions held with sub-contractors. (iv) Site visits to Family Hubs to meet staff and service users to be arranged during May 2019. (iv)
13 June 2019	Cabinet Member – portfolio update (Children and Families)	Part of a schedule of regular updates	Cabinet Member to be present
11 July 2019	TBC		
Ongoing	Special Educational Needs	Scrutinise the planned review of the service. (identified during work planning discussions in December 2018).	(i) Introduction to aims and objectives of formal public consultation (February 2019). (ii) further review of consultation feedback and decision-making process to be scheduled
12 September 2019	Safeguarding Children	Report of the work of the Safeguarding Board to align with the timing of their annual report.	Could also look at Healthwatch Essex update on work being done to support the Safeguarding Boards
10 October 2019	Safeguarding Adults	Report of the work of the Safeguarding Board to align with the timing of their annual report	Could also look at Healthwatch Essex update on work being done to support the Safeguarding Boards and, also Cabinet Member for Adult Social Care and Health in his role as member of ESAB and partner agency

Date/timing	Issue/Topic	Focus/other comments	Approach
Items identified for formal scrutiny in full committee - to be scheduled			
TBC	Young Carers Service	A new service has been delivered in-house by ECC from 1 April 2018. The Cabinet decision was called-in but later withdrawn after an informal meeting with the Cabinet Member.	(i) Post-implementation review of new service (six months after Contract commencement) as agreed as part of the withdrawal of the call-in. (ii) Identify any further follow-up work which may be conducted in full committee or by Task & Finish Group. (iii) Combine with more general item on carers?
TBC (after contract negotiations have completed)	Cabinet Decision FP/102/03/18 – Review of Essex Education Services	Update on how the strategic objectives stated in the decision paper have been met, provide more information on the financial payback period, and how to encourage EES maintaining a strategic presence in the county.	Interim status update on contract negotiations received at January 2019 meeting. Decision paper on final contract placement to go to Cabinet meeting. Full committee session to be scheduled thereafter to follow up on the call-in discussion in June 2018 and reassurances being sought.
TBC	Provider relationships	Refreshed Market Strategy – due later this year	Opportunity to review and comment on draft.

Task and Finish Group reviews

To be confirmed – none currently operating.

Further issues under consideration and/or for further evaluation

TBC	Domiciliary Care	Identified during work planning discussions.	Could be considered under a 'What does good care look like?' and then move into other parts of the care market thereafter. To be scoped.
TBC	Children in Care/school leavers transitions	How is the system working to help them prepare for adult working life? Possible links between looked after children and the homelessness. The support for looked-after children being introduced into schools	To be scoped.
TBC	Autism	Diagnosis and referral waiting times.	Possible Joint approach with HOSC.
TBC	Hip fractures and falls Prevention Task and Finish Group	Follow up on recommendations that are relevant to PAF (there were HOSC specific recommendations as well)	