



Essex County Council

People and Families Policy and Scrutiny Committee

10:00	Thursday, 08 November 2018	Committee Room 1, County Hall, Chelmsford, CM1 1QH
--------------	---------------------------------------	---

For information about the meeting please ask for:

Gemma Bint, Democratic Services Officer

Telephone: 033301 36276

Email: gemma.bint@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.

There will also be a private discussion for committee members after the conclusion of the formal meeting.

- | | | |
|----------|---|--------------|
| 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 11 October 2018. | 5 - 8 |
| 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 Committee Officer. | |

- | | | |
|----------|---|----------------|
| 4 | Relationship Management
To consider report (PAF/23/18) | 9 - 18 |
| 5 | Work Programme
To consider report (PAF/24/18) | 19 - 21 |
| 6 | Date of Next Meeting
To note that the next Committee activity day is scheduled for Thursday 26 May 2017, which is after the County Council elections. | |
| 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)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

- | | |
|----------|---|
| 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, <https://www.essex.gov.uk>. From the Home Page, click on 'Your Council', then on 'Meetings and Agendas'. Finally, select the relevant committee from the calendar of meetings.

Attendance at meetings

Most meetings are held at County Hall, Chelmsford, CM1 1LX. A map and directions to County Hall can be found at the following address on the Council's website:

<http://www.essex.gov.uk/Your-Council/Local-Government-Essex/Pages/Visit-County-Hall.aspx>

Access to the meeting and reasonable adjustments

County Hall is accessible via ramped access to the building for people with physical disabilities.

The Council Chamber and Committee Rooms are accessible by lift and are located on the first and second floors of County Hall.

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

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

Audio recording of meetings

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

If you are unable to attend and wish to see if the recording is available you can visit this link <https://cmis.essexcc.gov.uk/Essexcmis5/CalendarofMeetings> any time after the meeting starts. Any audio available can be accessed via the 'On air now!' box in the centre of the page, or the links immediately below it.

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

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 10.30am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 11 October 2018

Present:

County Councillors:

J Chandler (Vice Chairman and in the Chair)
J Deakin
B Egan
C Guiglemlé (substitute)
J Lumley
P May
M McEwan
M Platt (substitute)
R Pratt
P Reid
C Souter

Graham Hughes, Senior Democratic Services Officer was also present.

Councillor Chandler, Vice Chairman, took the chair in the absence of Councillor Maddocks. The meeting was advised that Full Council has approved a change to committee membership – namely that Councillor Pratt had replaced Councillor Wood as a member of the Committee with immediate effect.

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 Baker, Butland (for whom Councillor Guiglemlé substituted), Durham (for whom Councillor Platt substituted), Henry and Maddocks and R Carsen, Educational co-optee.

No declarations of interest were made:

2 Minutes

The draft minutes of the meeting held on 13 September 2018 were approved and signed by the Chairman.

Matter arising: A draft Bill in Parliament would require 'upper tier' local authorities to assess the educational development of those children receiving their education via Home Schooling and provide appropriate guidance and advice. Home schooling and alternative educational provision was on the work programme for ESCB.

3. Questions from the Public

There were no questions from the public

4. ***Essex Safeguarding Adults Board - update***

Introduction

The Committee considered report (PAF/21/18) outlining the priorities and work of the Essex Safeguarding Adults Board (ESAB). The update included a summary of Care Act responsibilities, links to operational safeguarding, Board plans and priorities for 2018/19 and some examples of work undertaken since the last update.

The following were in attendance to introduce the update:

*Phil Picton, Independent Chairman, Essex Safeguarding Children Board.
Paul Bedwell, Essex Safeguarding Adults Board - Manager
Fiona Davis, Director, Safeguarding and Assurance (ASC)*

Overview

The ESAB had a non-operational and independent role to encourage the co-ordination of adult safeguarding activity and practice and evaluate the work of partner agencies tasked with safeguarding. There was also a role to facilitate the provision of multi-agency safeguarding training. ESAB met quarterly supplemented by further sub-group meetings around the county. A lot of safeguarding board work took place outside of the formal board meetings.

Differences between the ESAB and the Essex Safeguarding Children Board were highlighted – namely that it operated under a different legal framework and that ESAB's focus was on safeguarding people with care and support needs rather than trying to safeguard the whole adult population. It remained a complex and challenging area of work as there was generally not the same level of surveillance of vulnerable adults outside of the family environment that there would be for children and therefore safeguarding issues could be harder for agencies to pick up.

In addition, potentially there was a wider spectrum of possible abuse of adults with some aspects of abuse and neglect more likely with adults rather than children such as self-neglect and financial abuse.

Performance

ESABs Assurance processes would include corroborating evidence with that from other sources and also give partner agencies in the meeting room the opportunity to directly challenge what was being said. Mr Picton suggested that a positive trend seemed to be that senior managers in provider organisations were now more operationally focussed in provider organisations than they used to be.

Performance reports to ESAB had identified that only approximately 30% of safeguarding concerns that were being sent through to Adult Social Care were becoming formal safeguarding enquiries. Essex had a slightly lower proportion than compared nationally and some further work was being undertaken to check any specific reasons for that.

Partnership working

Recent legislative changes had required partner agencies to provide more places of safety. Whilst Essex had a complicated and sometimes fragmented structure, partners had worked together well in finding additional sites and now it was rare for someone to be detained in police cells for mental health reasons.

Training

Generally safeguarding training was delivered by different professionals from multiple partner agencies so as to also benefit from cross-partner learning. ESAB also communicated to partner agencies what they expected to see as part of safeguarding training programme.

Members highlighted the significant resource load placed on partner agencies when there were local Domestic Abuse Reviews. The Home Office had been interested in some of the local innovative working to define and grade cases under certain tiers.

Homelessness

The January meeting of ESAB would be focussing on homelessness. There now seemed to be an issue about re-homing people coming out of prison and how agencies were working together on that. The Board had not received the level of assurance it wanted on that so far although district and borough councils were all looking at this to identify better links and learning.

Essex specific themes and issues

Nearly 50% of safeguarding concerns came from the provider market and it was important to minimise this risk through the work of the Quality Teams at the County Council and the Care Quality Commission.

It was not felt that Essex necessarily had any uniqueness to the types of cases it had but the complexity and size of Essex often made change slow to implement and partnership working more challenging. Proximity to London also did make the county potentially more vulnerable to organised criminal gangs finding vulnerable people to exploit.

Mr Picton indicated that he would like to see more multi agency auditing to help identify future work themes for the Board.

Conclusion

It was noted that the timing of the annual review of the work of the ESAB was now aligned with the publication of the ESAB Annual Report in late summer.

Further to discussions at the March meeting of the Committee, Mr Picton would provide a further update on the consideration of the Board and partner agencies to improve feedback to those making referrals. **Action:**

Thereafter the witnesses were thanked for their attendance and they left the meeting.

Note: The Committee discussed follow-up actions to this item when discussing the work programme (below).

5. Work Programme

The committee considered and noted report PAF/22/18. In discussing follow-up work for the previous agenda item it was agreed to list the following as issues to be further considered:

- (i) Healthwatch Essex update on work being done to support the Safeguarding Boards.
- (ii) Cabinet Member for Adult Social Care and Health in his role as member of ESAB and partner agency.
- (iii) Homelessness - looking at supported care for young people who have found themselves homeless.
- (iv) The support for looked-after children being into schools.
- (v) Home to school transport - for special needs and changes impacting on them and whether the service was fit for purpose.
- (vi) Gang culture.
- (vii) Joint session with HOSC to look at autism diagnosis and referral waiting times.

6. Date of Next Meeting

The date of the next Committee activity day was Thursday 8 November 2018 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 11.56 am.

Chairman

		AGENDA ITEM 4
		PAF/23/18
Committee:	People and Families Policy and Scrutiny Committee	
Date:	8 November 2018	
Enquiries to:	Name: Graham Hughes Designation: Senior Democratic Services Officer Contact details: 033301 34574 Graham.hughes@essex.gov.uk	

RELATIONSHIP MANAGEMENT

As part of its induction programme the Committee had briefings on the care market and one of the issues discussed at some of them was supplier relationships.

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 Committee considered the issue of supplier relationships at its June 2018 meeting taking in 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. As an aide memoire the minutes from the June meeting are attached as **Appendix 1**.

The Committee requested a further update from Steve Ede, Head of Procurement, who will be present to introduce and supplement the attached update report (**Appendix 2**).

Action required:

- (i) To consider the presentation and subsequent discussion.
- (ii) To consider the structure of any further follow-up work on this issue.

Extract of the Minutes of the meeting of the People and Families Policy and Scrutiny Committee, held at 10am in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 14 June 2018

6. Relationship Management

The Committee considered report (PAF/14/18) on supplier relationships from Steve Ede, Head of Procurement. A review of relationships with adult social care providers had been undertaken by County Council officers and a report published in November 2016. The review had been undertaken as there had been a perception that relationships between ECC and the care market were poor. ECC had recognised that it could not meet additional responsibilities imposed by the Care Act around market management and sustainability without improving relationships with the care market.

A number of actions had been taken to date including:

- (i) the establishment of a Care Provider Information Hub.
- (ii) assisting the growth of the Essex Care Association (ECA) – the County Council now attends quarterly meetings which were now being conducted in a more professional, respectful and positive atmosphere. Simon Harness had been seconded as a Development Director at the ECA to look at further developing ECA in the care market and to improve relationships with ECC
- (iii) conducting Annual Relationship Management Surveys,
- (iv) the development of a Care Market Strategy 2017-21;
- (v) a number of workforce initiatives had been developed to help alleviate the issues of recruitment and retention and raising the profile of the profession including a newspaper supplement promoting careers.
- (vi) A Strategic Provider Group for the domiciliary market had been established to discuss issues with senior officers and improve collaboration.
- (vii) A New Advisory forum would develop ideas and shape thinking between ECC and a number of key players in the market. Eight suppliers had been invited – comprising a range of national companies and small SMEs. Members queried whether membership was truly representative and whether it included a mix of contented and unhappy suppliers. It was confirmed the eight included Runwoods (the largest supplier) and a SME domiciliary care provider. Membership may change over time.
- (viii) Members queried the mechanisms for ensuring that ECC sufficiently engaged with smaller providers. The establishment of the hub and the enhanced role for the Essex Care Association would assist this.
Action: members suggested that officers should also develop specific forums/meetings for smaller providers and it was agreed to look into this further.

- (ix) Work had begun on clearly defining roles and responsibilities of ECC officers to help suppliers more easily navigate between various departments and teams in ECC.
- (x) There were a variety of different operational accountabilities within ECC so officers were not pursuing one single person for an oversight role for all providers. However, providers were welcoming more face to face meetings with senior officers and the Cabinet Member and Deputy Cabinet Member.
- (xi) Aged debt had reduced to around £1.2m (having peaked at £5m), helped by a focus on improving processes. The amount was attributable to approximately 720 outstanding invoices with 500 of them outstanding for more than three months. The aged debt represented less than one day's spend by ECC. The reasons for the outstanding invoices could be complicated and varied ranging from invoices quoting wrong rates, not matching against details on ECC systems, lost invoices, and sometimes invoices requiring significant time to resolve issues through correspondence. It was acknowledged that processes needed to further improve. **Action:** - further information would be provided to members on the older debt and breaking down the aged debt between small and large companies.

Action: The Chairman thanked Mr Ede for attending and asked for a further update on progress being made - timing TBC.

Procurement Services

Relationship Management

**Report to People and Families Scrutiny,
November 2018**

Background

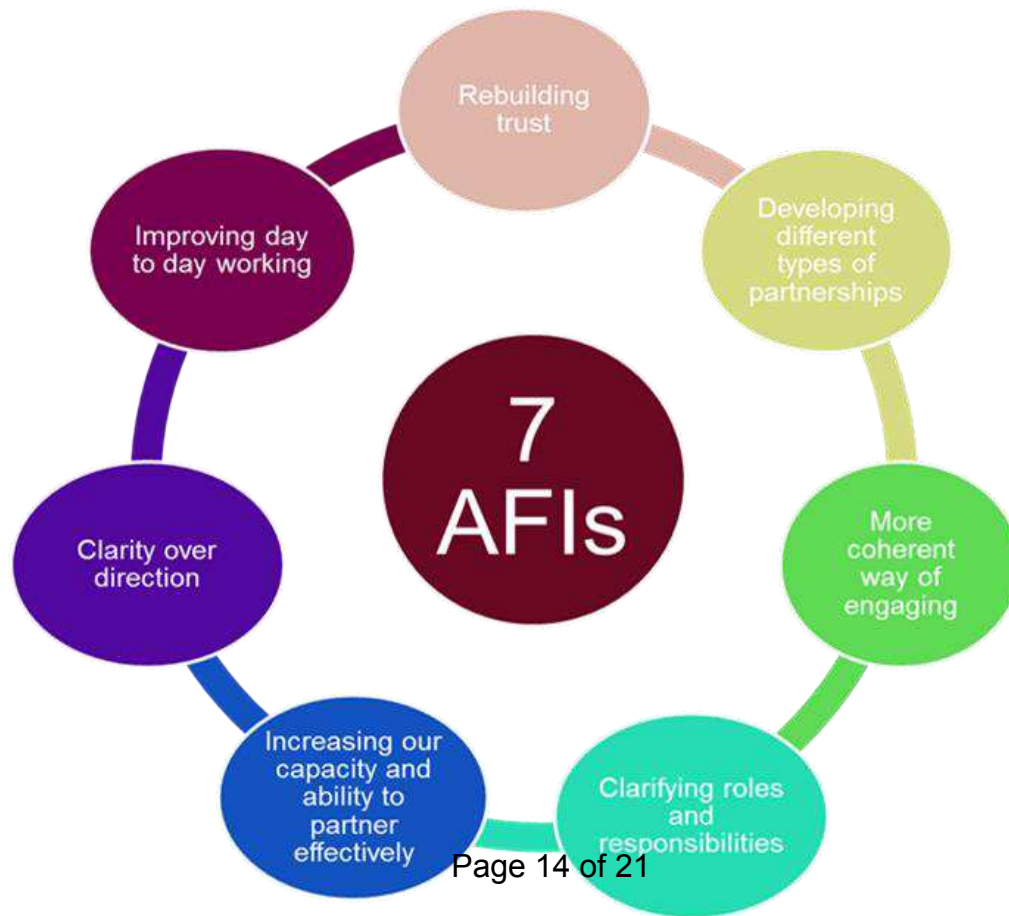
A project was initiated in 2016 to fully evaluate the relationship between ECC and its adult social care supply base and to consider how matters could be improved. The reasons for this project were:

1. A perception that relationships between ECC and the care market were poor and getting worse.
2. Additional responsibilities imposed by the Care Act around market management and sustainability. ECC recognised that it could not meet these new duties without improving relationships with the care market.

The project produced the following [report](#).

Recommendations

The November report identified 7 Areas For Improvement (AFIs):



Progress since June

Care Provider Information Hub - to improve ECC's communication and to be open and transparent the Council set up the [hub](#) to act as a 'one stop shop' for news, details of events, key documents, contact details, etc. Content has continued to be improved and updated.

Essex Care Association (ECA) - the Council has continued to improve its relationship with the ECA. Simon Harniess (seconded to the position of Development Director) has developed a strategy for them and ECC have agreed to support their growth ambitions. ECA will now play a leading role in developing our future contracting model for domiciliary care.

Strategic provider groups – these are now in place for learning disabilities and supported living, building on the approach piloted for domiciliary care. Health partners now attend all quadrant forums. Feedback from the market has been very positive. Additional forums will be deployed as new contracts are launched.

Progress since June (2)

Advisory Forum – this group has now met twice and has raised concerns which have already been incorporated into future contracting models.

Payment Issues - a project team has continued to target this complex area. Aged debt has reduced to around £0.6m (was £1.2m in June). 95% of non-residential providers are now using our Extranet to submit invoices which greatly improves efficiency. A recent survey of providers has given very positive feedback about the changes made.

Workforce – the Quality team have continued to provide training to providers. We have also had positive feedback about the training supplied by Adult Community Learning. We are exploring options for a joint workforce strategy with health partners and the potential for using the Apprenticeship Levy to fund training.

Integrated Residential and Nursing Framework - example of best practice engagement. Surveys, workshops on topics of interest, co-production of the solution, building trust.

Summary

- Good progress has been made, and there is a continued focus on relationships across ECC.
- Positive feedback from providers about our engagement – new forums for learning disabilities and supporting living providers; co-production of new contract for older peoples residential and nursing.
- Relationships continue to be difficult in some areas, not helped by our challenging financial position. There are also some operational frustrations which are being actively addressed.



		AGENDA ITEM: 5
		PAF/24/18
Committee:	People and Families Policy and Scrutiny Committee	
Date:	8 November 2018	
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

Items programmed/being considered to come to Committee are listed in Appendix A.

Task and Finish Group activity

There is currently no Task and Finish Group activity.

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.

People and Families Policy and Scrutiny Committee: 30 October 2018
Work programme (subject to further investigation, scoping and evaluation) for 2018/19 municipal year

Date/timing	Issue/Topic	Focus/other comments	Approach
Items identified for formal scrutiny in full committee			
November/December 2018	0-19 contract with Virgin Care	Review contract performance after a year of operation (KPIs, involvement of CVS etc).	(i) Private briefing in July on background etc, (ii) Formal session in August to challenge performance. (iii) Site visits to Family Hubs to be arranged. (iv) Further session(s) with sub-contractors and service users to be scoped and arranged.
December 2018	Annual Review and Work Planning	To review how the committee has worked and organised itself over the past 18 months and discuss work planning for the next year.	Private session
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
TBC (after the sale has 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.	Full committee session to follow up on the call-in discussion in June 2018 and reassurances being sought.
TBC	Hip fractures and falls prevention Task and Finish Group	Follow-up on the specific recommendations that are applicable to this committee	TBC
11 April 2019	Educational Attainment	Annual update and discussion.	TBC
April/May 2019	School Places planning	Refreshed 10 Year Plan and primary and secondary 'Offer day'.	Private briefing update held in May 2018. Likely private briefing update – timing TBC
September/October 2019	Safeguarding – (i) children and (ii) adults	Report of the work of the Safeguarding Boards to align with the timing of their respective annual reports.	TBC

Task and Finish Group reviews

To be confirmed – none currently operating.

Issues still under consideration and/or for further evaluation

TBC	Safeguarding	Consider operational areas for further focus. e.g. looked-after children/Child Sexual Exploitation, gang culture, missing children, home schooling.	
TBC	Educational Attainment	Separate session to the Annual update could be scheduled to focus on specific issues raised at the time of the last update - or focus the next annual update on specific issues. E.g. an update on work being undertaken to develop a minimum service entitlement identified for those with special needs and developing/identifying an outcomes tools framework, home schooling.	TBC.
TBC	The Care Market	Care Act duties and market shaping and sufficiency and looking at relationships with providers.	(i) Formal session reviewing relationship management held in June 2018 and follow-up identified later in the year. (ii) possible work on the personalisation agenda and the sustainability of the care provider workforce is being scoped.
TBC	Learning Disabilities	A wide ranging cross-cutting issue – will need detailed focus if go beyond a preliminary briefing.	Private preparatory briefing from ECC officers on structures and issues in October 2017. No specific follow-up work was suggested but could be revisited.
TBC	Disruptive children	Could look at the criteria for access to support services.	Further investigation with key officers necessary before being able to scope any review.
TBC	Gang culture	Identified by Cabinet Member as issue of concern.	Some aspects may be covered as part of discussions on the work of Safeguarding Boards. Further investigation may then be needed before being able to scope any detailed review.
TBC	Residential and Domiciliary Care	Previous Task & Finish Group recommendations on recruitment, retention, staff training and raising the profile of carers in the community	TBC

In discussing follow-up work for recent items on the work of safeguarding Boards it was agreed to list the following as issues also to be further considered:

- (i) Healthwatch Essex update on work being done to support the Safeguarding Boards.
- (ii) Cabinet Member for Adult Social Care and Health in his role as member of ESAB and partner agency.
- (iii) Homelessness - looking at supported care for young people who have found themselves homeless.
- (iv) The support for looked-after children being introduced into schools.
- (v) Home to school transport - for special needs and changes impacting on them and whether the service was fit for purpose.
- (vi) Gang culture.
- (vii) Joint session with HOSC to look at autism diagnosis and referral waiting times.