

People and Communities Select Committee

Date: **18 September 2020**
Time: **10am**
Venue: **MS Teams (virtual meeting)**

To view the meeting please follow this link: <https://youtu.be/a1wwLDUYZn4>

Members of the Committee and other attendees: **DO NOT** follow this link, you will be sent a separate link to join the meeting.

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr S Gurney (Chairman)
Cllr F Eagle (Vice-Chairman)

Cllr T Adams	Cllr C Rumsby
Cllr D Bills	Cllr T Smith
Cllr P Carpenter	Cllr M Smith-Clare
Cllr E Connolly	Cllr F Whymark
Cllr D Harrison	Cllr S Young
Cllr B Jones	

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To agree the minutes of the meeting held on 17 July 2020

(Page 4)

3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by

the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 15 September 2020**

For guidance on submitting a public question, please visit
www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 15 September 2020**

7 Adult Social Services Winter Resilience Planning (Page **10**)

Report by the Executive Director of Adult Social Services

8 Carers Charter Working Group (Page **27**)

Report by the Executive Director of Adult Social Services

9 Educational Achievement of Boys (Page **32**)

Report by the Executive Director of Children's Services

10 Norfolk County Council budget planning 2020-21 (Page **49**)

Report by the Executive Director of Adult Social Services and the Executive Director of Children's Services

11 Forward Work Plan (Page **83**)

Report by the Executive Director of Adult Social Services

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Date Agenda Published: 10 August 2020



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People and Communities Select Committee Minutes of the Meeting Held on 17 July 2020 at 10am on Microsoft Teams (virtual meeting)

Present:

Cllr Shelagh Gurney (Chairman)

Cllr Fabian Eagle (Vice Chairman)

Cllr Tim Adams

Cllr David Bills

Cllr Penny Carpenter

Cllr Ed Connolly

Cllr David Harrison

Cllr Chrissie Rumsby

Cllr Thomas Smith

Cllr Mike Smith-Clare

Cllr Colleen Walker

Cllr Fran Whymark

Cllr S Young

Officers Present

Debbie Bartlett

Craig Chalmers

Laura Clear

Gary Heathcote

Sarah Jones

Assistant Director - Strategy & Transformation, Adult Social Services

Director of Community Social Work

Director of Community Health and Social Care Operations

Director of Commissioning, Adult Social Services

Director of Commissioning, Partnerships and Resources, Children's Services

Suzanne Meredith

Chris Snudden

James Wilson

Deputy Director of Public Health (Healthcare Services)

Director of Learning and Inclusion, Children's Services

Director of Quality and Transformation, Children's Services

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Brenda Jones (Cllr Colleen Walker substituting).

2. Minutes of last meeting

- 2.1 The minutes of the meeting held on 17 March 2020 were agreed as an accurate record.
- 2.2 Cllr Mike Smith-Clare asked about the point he raised at paragraph 13.3 of the above minutes, requesting a report on adventure centres and music provision to be put on the forward plan. The Chairman would ensure a report was brought to committee on this along with the request received from Cllr Mick Castle under item 6, Member Questions.

3. Declarations of Interest

- 3.1 No interests were declared.

4. Items received as urgent business

- 4.1 There was no urgent business discussed.

5. Public Questions

- 5.1 One question and supplementary question were received from Ms Sandy Lysaght. The responses to these questions were published online before the meeting and emailed to Members and Ms Lysaght: [Public and Member Questions and responses](#)

6. Member Questions and Issues

One Member question was received from Cllr Mick Castle. The response was published online before the meeting and emailed to Members and Cllr Castle: [Public and Member Questions and responses](#)

7. People and Communities Response to COVID-19

- 7.1.1 The Committee received the report giving a summary of how County Council services reporting to the committee had responded to the COVID-19 crisis. The report summarised the work that Norfolk County Council was undertaking in response to the COVID-19 pandemic.

- 7.1.2 Cllr Colleen Walker thanked staff and officers of County, Parish and District Councils who had worked hard to provide support to the community and the shielded population. The Chairman echoed these sentiments.

- 7.2.1 The Deputy Director of Public Health (Healthcare Services) gave a presentation to the Committee on the public health response to the pandemic; [see appendix A](#)
- In the case of a local outbreak there would be bespoke communications messages released
 - A robust member led governance structure had been put in place to deliver the Covid-19 outbreak plan. Delivery groups were in place looking at settings or groups which may experience an outbreak; food processing was highlighted as an area of risk for outbreak
 - Local and national resources would be linked to respond quickly to outbreaks
 - An outbreak centre with a dedicated team would be set up for the ensuing 12 months

- 7.2.2 The following points were discussed and noted
- Cllr Tim Adams discussed the outbreak group which he set up, the Cromer Care Group, which was adopted by the local District Council. The group distributed food, prescriptions and carried out a befriending role to people who were shielding. He wished to thank councils, organisations, social workers and providers for their good partnership working.
 - Officers were asked to consider the lessons learned from the outbreak and the response so far.
 - Officers were asked if the effectiveness of the public message had been measured and how messages would be adapted to overcome normalisation of Covid-19. The Deputy Director of Public Health (Healthcare Services) agreed to raise this query working with the NCC communications department.
 - The local lockdown process, regarding people travelling into locked down areas, was queried; the local lockdown process was not formally agreed and the Deputy Director of Public Health (Healthcare Services) agreed to provide clarification on the process with the Director of Public Health
 - Access to PPE (personal protective equipment) for frontline staff in Norfolk was

queried. The Deputy Director of Public Health (Healthcare Services) confirmed that Norfolk County Council (NCC) ensured organisations had access to PPE by being a point of procurement; no negative feedback on PPE supply had been received for the past month. The Chairman praised the swift speed of supply of PPE to organisations in Hellesdon.

- Officers were asked how many people were in the shielded category in Norfolk and what Government support was provided to them in addition to the food delivery scheme. Cllr Colleen Walker felt that information from Government on support available was not adequate. The Deputy Director of Public Health (Healthcare Services) reported there had been a Norfolk response led by Ceri Sumner, the Director of Community, Information and Learning, working with District Councils and voluntary groups to provide telephone support to shielded individuals and online resources.
- The number of new cases in Norfolk was queried. A daily update reviewed the number of cases in Norfolk; there had been less than 20 new cases in the previous 14 days which was low and amongst the lowest in the country. Emergency responses would be activated if any areas of concern were seen
- Norfolk County Council staff had been given access to equipment to enable them to work from home and measures put in place for managers to provide mental health support for their staff.
- Care providers were expected to source their own PPE, but no shortages were being reported at that time
- The Vice-Chairman suggested that local Councillors could provide bespoke video messages to support local lockdown plans.
- Some Members discussed concerns that some members of the public had become complacent over the risk of Covid-19 and noted the need to remain vigilant to the risk of the disease and adhere to social distancing regulations.
- The Deputy Director of Public Health (Healthcare Services) clarified that numbers of people affected by Covid-19 in Norfolk were too low to identify patterns of the communities that were most affected, however it was known that people in deprived areas were more likely to be affected.
- Thanks were noted to people in the county who had made face masks.
- Local containment measures would be carried out in consultation with public health and would ensure minimal action to contain the infection
- The Deputy Director of Public Health (Healthcare Services) clarified that data about test and trace contacts related to recent cases rested with the national test and trace system; the data had been requested so that this could be followed up locally, however there were issues related to patient confidentiality. Officers had asked for assurance around how many contacts had and hadn't been traced.
- A Member thanked the County Council team for the detailed weekly information updates which he had found useful for keeping his Parish Council up to date.
- Specific messages had been targeted towards young people on social media platforms, but Officers would also look into more localised messaging
- Cllr Sheila Young declared an interest as her husband's carer and as her husband was receiving care
- It was suggested that all carers including home based carers should have the opportunity to be screened regularly for Covid-19
- The impact of shielding on routine medical treatments was queried. Essential services had been maintained through GP services although sometimes through different forums such as online, digital appointments. The Deputy Director of Public Health (Healthcare Services) agreed to ask the Clinical Commissioning Group for more detailed information on this.

- There was evidence that people had been drinking more alcohol, and anecdotal evidence of an increase in smoking, drug use and obesity, Officers were asked what measures Public Health were taking to address this. The Deputy Director of Public Health (Healthcare Services) confirmed that Covid-19 was their top priority at that time, but other commissioned services supported this including prevention work and work was going on to address some of these aspects.
- The Chairman noted that statistics showed a number of people had given up smoking due to concerns related to Covid-19 and due to the cease in sale of menthol cigarettes.

7.3.1 The Director of Community Social Work, the Director of Commissioning, Adult Social Services and the Director of Community Health and Social Care Operations gave a presentation to the Committee on the Adult Social Care response to the pandemic; [see appendix B](#)

- Around 43,000 in Norfolk were shielded during the pandemic
- 55-65% of people in hospital beds were supported to move home or to care homes to free up beds at the start of the pandemic
- Work was undertaken to support staff to understand Government advice as it was released and changed over time
- There were around 10,000 care beds in Norfolk,
- The decrease in people visiting care homes and vulnerable people had caused a challenge for Adult's Safeguarding and had resulted in a reduce in safeguarding reporting
- Officers had looked to ensure there was a 7 day model of support in place and worked with 8200 people before lockdown to ensure emergency plans were in place
- Remote working had been a success story but it was also recognised that not all staff enjoyed this and that it could be difficult for some staff
- An area of learning was the use of PPE during mental health assessments for people in mental health crisis
- Norfolk Care Association had given positive feedback to NCC on the communication provided to the Norfolk care market throughout the pandemic
- The department was planning for winter by looking at the risks posed by both flu and covid-19

7.3.2 The following points were discussed and noted

- The Director of Community Health and Social Care Operations confirmed that the home first to assess principle would remain in place moving forward
- It was suggested that NCC Adult and Children's Services were promoted through social media platforms to help signpost people to the support they needed
- The impact on day-care services and people with learning disabilities was noted as one of the worst hit groups of the community. the Director of Community Social Work confirmed that day-care services were now starting to re-open carefully with measures in place, officers were working with providers to investigate alternatives to buildings based day-care that could be offered, and respite care would soon start to become available again gradually.
- A Member requested that the Winter Plan be brought to a future meeting of the Committee.
- The Director of Community Social Work confirmed in response to a query that there had been a reduction in safeguarding referrals during the lockdown and pandemic. This was mostly due to a reduction in professionals, family members and others going into care home and other residential settings and reporting

concerns.

- Some carers had found having a regular opportunity to speak to someone from NCC helpful to discuss behaviour and safeguarding concerns, and giving the opportunity for earlier intervention
- the Deputy Director of Public Health (Healthcare Services) confirmed that there were plans in place for a flu vaccination campaign, including reviewing who would be relevant for the jab
- Officers wanted to keep phone calls to shielded individuals going where needed

7.4 The Committee

- a) **FORMALLY THANKED** all staff involved in the significant effort to keep people safe and protected
- b) **ACKNOWLEDGED** the work that has been carried out by NCC and partners during the COVID-19 pandemic
- c) **IDENTIFIED** priority areas for review to consider changes or additions to policies and strategies to ensure they continue to be shaped effectively in these areas and add these to the Committee's Forward Work Programme

- 7.5 * Sarah Jones, Director of Commissioning, Partnerships and Resources, Children's Services highlighted that there was due to be a presentation on the Children's Services response to the Covid-19 pandemic; the Chairman asked Sarah to send a briefing note to the Committee on the Children's Services response.

8. **Special Educational Needs (SEND): Post Ofsted/CQC Inspection Improvement Planning**

- 8.1.1 The Committee received the report setting out the focus by NCC on improvements for Special Educational Needs & Disability (SEND) provision and services over the past 18 months via the SEND and alternative provision Transformation Programme, with the council's £120million investment for new provision, and the Council's Area SEND Strategy co-produced with our partners/stakeholders.

- 8.1.2 The Committee saw a presentation by the Director of Learning and Inclusion, Children's Services ([see appendix C](#))

8.2 The following points were discussed and noted

- The Director of Learning and Inclusion, Children's Services confirmed that there had been constructive discussions with representatives from parent/carer groups
- It was queried how many agencies would be involved with one child on average; the Director of Learning and Inclusion, Children's Services replied that it varied from child to child, but most young people with SEND were involved with a number of agencies from education and health care; most young people with SEND could have their support managed by their school.
- The target date for clearing the backlog of SEND cases was queried. It was confirmed that prior to Covid-19 there was a trajectory of when this would be cleared. The Director of Learning and Inclusion, Children's Services proposed bringing a report to a future meeting on the revised trajectory
- The Director of Learning and Inclusion, Children's Services clarified the term "appropriate endeavours" used in the report. Section 42 of the Children and Families Act was modified as a result of the Covid-19 outbreak from 1 May to 25 September 2020, referring to timescales and provision for children with SEND. The modifications stated that where it was not reasonable or practical for the local

authority or health commissioning body to discharge its normal duty, they must ensure best endeavours were undertaken to do so

- Routes for families to get involved with parent/carers forums were promoted to families of children with SEND
- Officers were due to hold workshops to work on milestones to address weaknesses highlighted at the inspection, and more detail on this would be brought when the plan was brought back to Committee.
- A workstream was in place looking at transition for children going back into school informed by the national schools' trauma organisation

8.3 The Committee

1. **NOTED** the progress made during June, since the CQC/Ofsted report was published, ahead of the September deadline for the co-produced Written Statement of Action
2. **AGREED** to receive a further report, in the autumn, on feedback from Ofsted and the Department for Education regarding Norfolk's Written Statement of Action
3. **AGREED** to receive subsequent reports, starting in the autumn, on a range of performance measures to assist with decision making regarding any policy changes needed over time as part of the SEND Transformation Programme

8.4 The Chairman planned to explore how the working group proposed by Cllr Tim Adams at the meeting of the 13 March 2020 would be taken forward using virtual meetings.

The Meeting Closed at 12:48

**Cllr S Gurney, Chairman,
People and Communities Select Committee**



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People and Communities Select Committee

Item No. 7

Report title:	Adult Social Services Winter Resilience Planning
Date of meeting:	18th September 2020
Responsible Cabinet Member:	Cllr Bill Borrett (Cabinet Member for Adult Social Care, Public Health & Prevention)
Responsible Director:	James Bullion (Executive Director of Adult Social Services)
Is this a key decision?	No
Executive Summary <p>Planning for winter 2020/21 presents greater challenges than in previous years. COVID-19 has placed strain on Norfolk's social care and health system, and a risk remains of further outbreaks during winter. In addition, winter often brings with it untoward events such as widespread infectious diseases including pandemic flu which can affect our residents and staff alike.</p> <p>However, collaborating across the health and social care system has been effective and has been strengthened by the need to respond swiftly to COVID-19. This approach will continue and provides a solid foundation for winter planning.</p> <p>The paper, and the attached slides in Appendix 1, set out the work in progress. It highlights the main challenges, learning and themes which are being addressed.</p> Actions required <p>a) The Committee is asked to read and comment on the emerging winter planning arrangements in this report and Appendix 1</p>	

1. Background and Purpose

- 1.1. Adult Social Services (ASS) is developing a winter plan that sets out intentions for service delivery and design during the 2020/21 winter period. The purpose of the plan will be to prepare the organisation to maintain high quality and safe service provision during winter and supporting system partners to deliver effective flow between providers. This framework document details the key themes and actions that are beginning to guide that plan.
- 1.2. Traditionally winter is not an emergency or considered an unusual event but recognised as a period of increased pressure due to demand both in the complexity of people's needs and the capacity demands on resources within social care and the wider system. However, winter in 2020/21 will present greater challenges than in previous years. The COVID-19 pandemic has placed strain on Norfolk's social care and health system, and a risk remains of further outbreaks during winter. In addition,

winter often brings with it untoward events such as widespread infectious diseases including pandemic flu which can affect our residents and staff alike.

2. Proposals

- 2.1. Adult Social Services winter planning in 2020/21 looks significantly different to usual planning processes. Across operational and commissioning teams, planning for winter is being built in to the heart of ongoing service planning due to the COVID-19 pandemic.
- 2.2. A necessity to prepare for further outbreaks, and the interdependency of that with overall capacity and resilience during winter, means Adult Social Services are preparing for winter with urgency and rigour.
- 2.3. There is significant work already underway within the department, and jointly with other system stakeholders. NCC is also closely involved with NHS-lead winter planning via joint health and care processes stimulated by the COVID-19 pandemic response, presenting new opportunities for joint working.
- 2.4. The main challenges this winter are:
 - a) Supporting Norfolk's care market as we enter winter following the impact of COVID-19
 - b) Supporting our NCC workforce during a winter period that follows pressures resulting from COVID-19
 - c) New hospital service discharge requirements nationally could shift pressure around 'flow' in to the community, and NHS funding for packages across health and care for up to the first 6 weeks post-hospital discharge could support a new community offer
 - d) Ensuring Community Response Teams (CRTs) supporting hospital discharge during COVID-19 are enabled to continue over the winter period, supporting people safely out of hospital and back home
 - e) Developing our local discharge to assess (D2A) processes further and ensuring existing processes deliver the best outcomes for all our residents, including those with disabilities and mental health problems
 - f) Working with system partners to ensure robust flu planning, both for our residents and staff
- 2.5. Just before the pandemic, a look-back review was carried out on winter 2019/20. A number of key points arising from that are helping to shape the coming winter. These include:
 - a) Winter funding was utilised to provide extra care capacity across the care market, reducing pressures on the care market and supporting discharge from hospital
 - b) The care market remained under pressure, accentuated since by COVID-19
 - c) A mixed economy of beds were available in the market to support hospital discharge
 - d) Since last winter, health and social care quality teams are now working together as one, an approach that will support the winter response
 - e) Care provision for people with dementia and/or behaviours of concern was a challenge requiring market development supported by ASS
 - f) The join up between capacity in the care market reported by providers versus available required more focus
 - g) Increased capacity to support discharge home for people with more enhanced needs
 - h) Improvements in social care delayed transfers of care (DToCs) for parts of the system and reduction in wait for residential placements

- i) Remaining pressure on latter week transfers - however COVID-19 has seen a transformation in DToCs but there is a risk this winter

2.6. There is a developing framework to address the identified challenges in 2.4 and taking the learning from 2.5. This framework has these four themes:

Meeting people's needs – ensuring there is appropriate capacity to support people at home and if needed in residential care; supporting carers, and supporting vulnerable people

Supporting the provider market – providers are still dealing with the impact of COVID-19. The winter planning seeks to build on good engagement, providing support, education and training, and strengthening resilience

Reducing pressures on the NHS - the health and social care system has seen effective collaboration to ensure good flow through acute and community hospitals. Winter planning will build on this approach

Supporting a resilient and functioning system – this includes ensuring the right governance structures are in place to take swift and timely decisions; financial stability; support for the workforce

3. Impact of the Proposal

3.1. The strengthened collaboration across the health and care system during COVID-19 provides a sound foundation for winter resilience planning. Early preparation and learning from last winter, and the last six months, should ensure detailed and robust arrangements to manage winter, although mindful that the predictions and modelling suggest it will be a highly challenging period for health and social care.

3.2. The emerging Adult Social Services winter plan is action-focused and aims to deliver a number of key impacts that will benefit our residents, including, but not limited to:

- a) Capacity to support people at home and, where appropriate, in residential care, including support carers and vulnerable groups
- b) Contingency for increased demand arising from COVID-19 combined with winter pressures
- c) Wrap-around support for care settings and pathways that support the care market
- d) Reduce impact during winter on care providers and their residents of after-care needs of people recovering from COVID-19, from a health, social and wellbeing perspective
- e) Supporting effective hospital discharge from all types of inpatient beds and implementing new discharge to assess processes
- f) Internal governance and processes that enable responsive social care actions during winter
- g) Support for our workforce

3.3. There will also be a number of actions that need to take place across health, social care, public health and community actions groups at both a local and national level to support our residents during the winter ahead. Critical to minimising the detrimental impact of pressure on health and social care will also be community activity, and citizens continuing to follow the COVID-19 guidance. Adult Social Services will work closely with partners across the system to focus on the needs of our residents and aligning our winter plans to deliver maximum impact.

4. Financial Implications

- 4.1. There are currently no direct financial implications from the initial Adult Social Services: 2020/21 Winter Plan Framework.

5. Resource Implications

5.1. Staff:

- 5.1.1 Maintaining staffing levels across the health and social care sector is a high priority. Adult Social Services has continued to support staff well-being during the pandemic, recognising the particular strain this has put on teams who are largely working remotely. There will continue to be focus on sustaining recruitment, reducing turn-over and supporting staff well-being throughout the winter period.

6. Action for the Committee

- 6.1. **a) The Committee is asked to read and comment on the emerging winter planning arrangements in this report and Appendix 1**

7. Background Papers

- 7.1. None

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

Officer name : Nicholas Clinch **Tel No. :** 01603 223329

Email address : nicholas.clinch@norfolk.gov.uk



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Adult Social Services: 2020/21 Winter Plan Framework

- Objectives
- Learning to inform framework development
- Framework to guide 2020/21 winter plan development

*People and Communities Select Committee
September 2020*

Objectives

Adult Social Services (ASS) is developing a winter plan that sets out intentions for service delivery and design during the 2020/21 winter period. The purpose of the plan will be to prepare the organisation to maintain high quality and safe service provision during winter, and supporting system partners to deliver effective flow between providers. **This framework document details the key themes and actions that are beginning to guide that plan.**

Traditionally winter is not an emergency or considered an unusual event but recognised as a period of increased pressure due to demand both in the complexity of people's needs and the capacity demands on resources within social care and the wider system. **However, winter in 2020/21 will present greater challenges than in previous years.** The COVID-19 pandemic has placed strain on Norfolk's social care and health system and a risk remains of further outbreaks during winter. In addition, winter often brings with it untoward events such as widespread infectious diseases including pandemic flu which can affect our residents and staff alike.

Adult Social Services (ASS) winter planning in 2020/21 looks significantly different to usual planning processes. Across operational and commissioning teams, planning for winter is being built in to the heart of ongoing service planning due to the COVID-19 pandemic. A necessity to prepare for further outbreaks, and the interdependency of that with overall capacity and resilience during winter, means Adult Social Services are preparing for winter with urgency and rigour. Consequently, this framework document reflects the significant work already underway within the department, and jointly with other system stakeholders, and highlights potential areas requiring further development before a finalised plan. NCC is also closely involved with NHS-lead winter planning via joint health and care processes stimulated by the COVID-19 pandemic response, presenting new opportunities for joint working.

The framework, and subsequent final plan, will not remain as static documents but be updated and built on as winter progresses. Learning from the COVID-19 pandemic and processes recommended within the framework advocate the ability to change and adapt plans as needed, particularly in response to the emerging risks this winter may present.

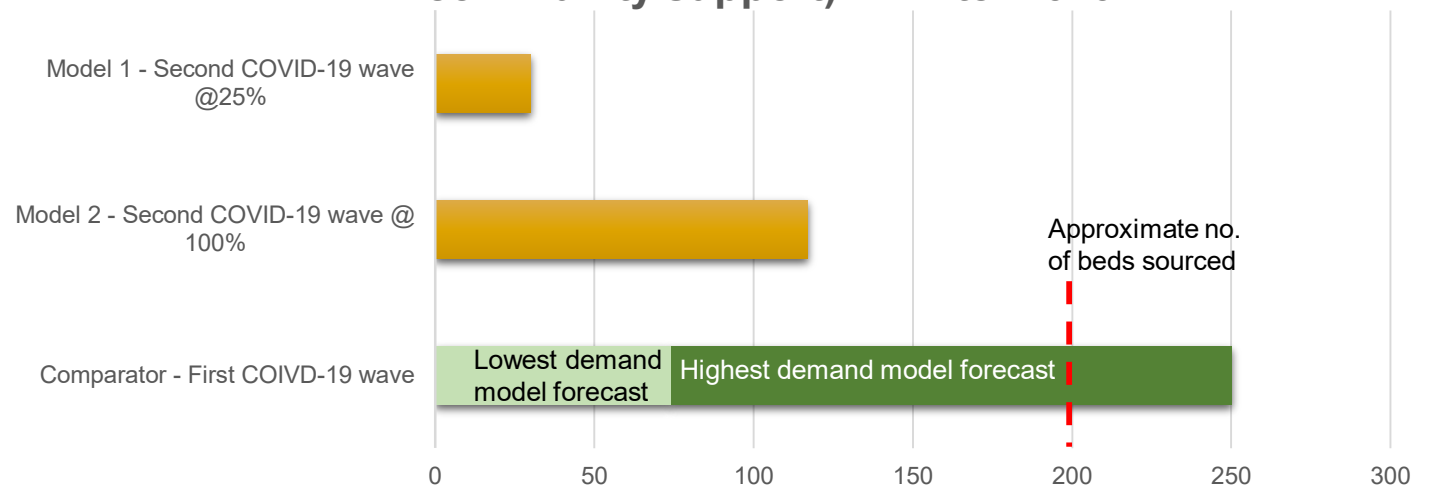
Challenges this winter

There are a number of key areas ASS, and wider partners', winter plans will need to address to support the extraordinary situation presenting this winter. These include:

- Supporting Norfolk's care market as we enter winter following the impact of COVID-19
- Supporting our NCC workforce during a winter period that follows pressures resulting from COVID-19
- New hospital service discharge requirements nationally could shift pressure around 'flow' in to the community, and NHS funding for packages across health and care for up to the first 6 weeks post-hospital discharge could support a new community offer
- Ensuring Community Response Teams (CRTs) supporting hospital discharge during COVID-19 are enabled to continue over the winter period, supporting people safely out of hospital and back home
- Developing our local discharge to assess (D2A) processes further and ensuring existing processes deliver the best outcomes for all our residents, including those with disabilities and mental health problems
- Working with system partners to ensure robust flu planning, both for our residents and staff

As part of the winter and COVID-19 planning approach, ASS are working with information and analytics colleagues to identify potential demand in a variety of scenarios. This modelling also includes the potential impact resulting from NHS activity in acute and community hospitals. **It should be noted this is an early forecast and is subject to change as we develop a more advanced model** with a greater range of detailed emerging assumptions. However, it does identify a potential increase in demand in a scenario with further waves of COVID-19.

DRAFT model of potential additional post-acute care demand (additional instances of people requiring community support) - Winter 2020/21



Adult Social Services learning from last winter

In the weeks prior to the COVID-19 pandemic, an initial exercise was completed internally to identify lessons learnt during winter 2019/20 to inform this year's winter planning. A series of key points were raised that are influencing the shape of the winter plan framework:

Provision of care

- ✓ Winter funding was utilised to provide extra care capacity across the care market, reducing pressures on the care market and supporting discharge from hospital
- The care market remained under pressure, accentuated since by COVID-19

Additional capacity

- ✓ A mixed economy of beds were available in the market to support hospital discharge
- ✓ Since last winter, health and social care quality teams are now working together as one, an approach that will support the winter response
- Care provision for people with dementia and/or behaviours of concern was a challenge requiring market development supported by ASS
- The join up between capacity in the care market reported by providers versus available required more focus

Enhanced Home Support

- ✓ Increased capacity to support discharge home for people with more enhanced needs

Transfers of care and flow

- ✓ Improvements in social care delayed transfers of care (DToCs) for parts of the system and reduction in wait for residential placements
- Remaining pressure on latter week transfers - however COVID-19 has seen a transformation in DToCs but there is a risk this winter

System learning

Emerging from the COVID-19 pandemic, Adult Social Services have also been closely engaged in system-wide planning for winter and associated COVID-19 recovery. A series of key points relevant to social services winter planning have been identified through that process which will also influence the shape of the winter plan framework:

- Supporting a 'home first approach' across the social care and health system – with a whole-system commitment to a 'home first' approach advocated by NCC
- Early hospital discharge planning to commence on admission, and following the High Impact Change model (key to the Better Care Fund), would support both our resident's social care and health outcomes upon leaving hospital
- Review our 'step-up' and 'step-down' options to increased population need during winter without increased admissions to hospital
- Increased wrap around care support (in care settings and at home) support's complex and growing needs during winter

Summary: ASS Winter Plan Framework 2020/21

Aims:

- understand the pressure that could be presented by COVID-19 and mitigate that risk as far as possible throughout the plan
- focus on prevention and promoting independence
- create capacity to meet increased demand
- provides ownership of winter preparedness and response within NCC ASSD
- communicate and co-operate with other organisations
- use data to understand demand and manage flow
- recognise the role and importance of the commissioned market and voluntary sector
- maintain quality, safety and experience
- develop a response that meets the diversity of needs of Norfolk residents



Meeting people's needs

Theme

Action

Aim

Capacity to support people at home and, where appropriate, in residential care

- Commissioning **Enhanced Home Support Services (EHSS)** to support people in their own home
- Commissioning **enhanced residential short-term beds** where demand is high
- Ensuring capacity to meet people with more complex needs including Learning Disabilities & Autism (LD&A) and Mental Health (MH)

- Capacity to support people in their own home and in residential care
- Capacity to support hospital discharges from all inpatient settings, including during a second wave of COVID-19 where hospital activity has returned to original plan for winter 2020/21

Contingency for increased demand arising from COVID-19 combined with winter pressures

- **Mothballed Cawston Lodge (step-down facility)** – with potential to re-open during a COVID-19 outbreak / to meet winter pressures
- Developing options for a **'step-down' site or 'intermediate' approach** that supports people back to their own home
- Exploring increased role for **'beds with care'** model in Great Yarmouth

- Capacity to support people during winter, including during a second wave of COVID-19, when demand increases due to changing need

Supporting carers

- **Development of carers flu plan**, including actions to strengthen vaccination, as part of the system's flu preparations
- **Development of carers COVID-19 second wave planning**, and supporting carers with risks around resilience arising from COVID-19

- Support carers during winter to stay healthy and well
- Build on support for carers during COVID-19 to prepare for potential winter pandemics

Supporting vulnerable people

- Identifying vulnerable people during the normalisation and recovery phases of the COVID-19 crisis (in conjunction with the Resilience and Recovery cell) to create a strategy and delivery plan to support the most vulnerable

- Support vulnerable individuals and their families during winter to stay healthy and well

Supporting the provider market 1/2

Theme	Action	Aim
Improving pathways & engagement	<ul style="list-style-type: none"> • Embed new care market support structures • A single communications approach with care providers embedded between Adult Social Services and CCG – building on the approach started during COVID-19 and with close working with NORCA - and aligning with other key public messaging campaigns lead by public health and other partners 	<ul style="list-style-type: none"> • Ensuring collaborative planning to supporting the care market during the winter period • Ensure clear and joined up messaging and communications to care providers during the winter period
Wrap-around support for care settings	<ul style="list-style-type: none"> • Wrap-around support to enable discharges for complex needs from MH and LD settings offered by NSFT (MH) and NCH&C and HPFT (LD) • Post-COVID-19 working arrangements within the ASS Quality Team that support providers during a pandemic – including how we work remotely whilst driving improvement • Within primary care networks, support the role of a GP lead for each care home, in place for winter • Develop multi-disciplinary teams supporting care homes, with social care engagement 	<ul style="list-style-type: none"> • Provide targeted support for care homes during winter that support resident's health and wellbeing • Ensure social care support for care homes, as part of the primary care network model, meets residents needs over winter
Education & Training to support care providers	<ul style="list-style-type: none"> • Embedding education and training that will support care providers to help pick up when someone is becoming less well and know how to respond • Ensuring training is carefully targeted at care providers to support their needs during winter – enabled by the joint social services and health Enhanced Health in Care programme 	<ul style="list-style-type: none"> • Care providers are supported to safely help individuals with a growing complexity of need exacerbated by the winter period. • Ensuring access to training and support that will enable better outcomes for residents

Supporting the provider market 2/2

Theme

Action

Aim

Supporting care providers during a pandemic

- Joint working with partners across the system on a **robust flu programme**
- Implement ongoing **COVID-19 health protection measures**, ensuring they align with wider winter approaches
- Work with system partners to develop workforce models that support recruitment across social care and health

- Reduce risk of flu to population during winter
- To provide a swift and effective response to outbreaks, minimising their impact during the winter period
- To prevent the spread of COVID-19 in the care sector through best practice infection control and health protection practice – contributing to reducing winter pressures where possible

Post-COVID recovery & resilience in care

- **Piloting population health management approaches** utilised during COVID-19 to support the health and wellbeing of residents in care settings
- Developing a strategy for implementation of national and local programmes that will support people at home and in residential care with specific health and wellbeing needs arising from COVID (e.g., cardiac and thoracic, post-intensive care syndrome)– to prevent escalation of need during the winter period
- Ensuring models, pilots and evaluations consider impact and outcomes for all residents, including those with LD, MH and A

- Reduce impact during winter on care providers and their residents of after-care needs of people recovering from COVID-19, from a health, social and wellbeing perspective

Reducing pressure on the NHS

Theme

Action

Aim

Supporting effective hospital discharge from all types of inpatient beds

- Minimum discharge standards and support for early discharge planning
- Development of an approach to 7 Day Discharge that supports discharge and care providers
- **Review of Trusted Assessors** to further enable support for smooth discharge back to a residential care setting
- **Reviewing the current status, issues and opportunities for CRTs and IDTs** to make recommendations for further changes and improvements that will establish arrangements that are sustainable in the longer term
- Link with the development of CRTs being explored through the 'Aging Well' programme
- VCSE services to support safe discharge into the community and then enable those individuals to remain within the community by promoting their independence
- Actions targeted to support discharge from MH and LD beds
- Developing weekend intensive support to support discharge from LD&A beds

- Ensuring effective discharge from health settings during period of high hospital use during winter
- Ensuring safe and sustainable discharge into social care
- Helping people return home from hospital
- Limiting the impact winter pressure in acute settings on social care teams
- Ensuring safe and sustainable discharge into social care

Implementing new discharge to assess processes

- Implementing new **Discharge to Assess (D2A) processes**, for winter, across frontline services as well as brokerage and commissioning

- Ensuring effective discharge from health settings during periods of high hospital use during winter

Integrated review of community capacity

- Review and plan, as a social care and health system, required community capacity during winter 2020/21 – including forecasting potential demand and making recommendations on steps the system can take to meet demand over winter

- Ensuring effective discharge from health settings during periods of high hospital use during winter
- Ensuring capacity is in place to support people in the right place, at the right time

Supporting a resilient and functioning system

Theme

Action

Governance and processes that enable responsive social care actions during winter

- Prepare for role of brokerage over winter following COVID-19 role
- Building on previous winters, utilise an operations centre (with associated situation reports) model in social care
- Establish a joint operational and commissioning winter process that regularly monitors overall delivery against the winter plan and shares emerging issues between teams
- Learn from the COVID-19 response to live issue resolutions
- Build winter response into core function of other governance processes, such as market development
- Exploring joint commissioning opportunities with CCG that will strengthen commissioning during winter

Financial stability

- Working to analyse potential challenges within the care market, that could impact over winter, following the COVID-19 pandemic
- Monitor and report on in-year COVID and non-COVID spend to ensure this is being correctly accounted for and claims are made (in light of new discharge to assess guidance coming in to place in time for winter)
- As part of the social care and health system's 'phase 3 COVID' recovery, a case to NHSE was put in by the system for funding to support recovery over winter – including content from social to support community capacity

Supporting our workforce

- As a result of the impact of the ongoing pandemic - highlight and connect staff to existing corporate support (as well as developing and sharing additional opportunities for staff and managers to better manage their wellbeing at this time)

Further areas of development

As part of the exercise completed pre-COVID internally to identify lessons learnt during winter 2019/20, a number of additional ideas were put forward to consider in our 2020/21 winter response. Some of these have already begun to be addressed as identified in the initial framework, including work around the Trusted Assessment Facilitators and Enhanced Home Support Services. In addition, as part of developing the initial winter plan framework, a series of further considerations have been identified that will be considered as part of the final winter plan:

- Future of the national infection control fund over winter
- Explore model of 72 hour intensive home support offer – potentially reducing long term care costs, supporting people out of hospital
- Availability of home and residential care to support people with dementia, complex needs, behaviours of concern
- Supporting people to move from short term residential care beds to their home in advance of winter
- Enhanced social work staffing at weekends
- Suspension of key performance indicators for contracted providers
- Ensuring changes to wider pathways supporting winter response align with the provision of Integrated Community Equipment Services

Next steps

Utilise winter planning framework to:

- Develop final ASS winter plan
- Inform corporate resilience planning
- Engage with other system partners (CCG, district councils)
- Deliver, and monitor, against the framework and final winter plan



Norwich CCG
South Norfolk CCG
North Norfolk CCG
West Norfolk CCG
Gt Yarmouth & Waveney CCG

People and Communities Select Committee

Item No. 8

Report title:	Carers Charter Working Group
Date of meeting:	18 September 2020
Responsible Cabinet Member:	Councillor Bill Borrett - Cabinet Member for Adult Social Care, Public Health and Prevention
Responsible Director:	Executive Director of Adult Social Services

Introduction from Cabinet Member

In October 2018 Norfolk County Council (the Council) launched the Norfolk Carers Charter, adopting a policy to raise the profile of the 100,000 unpaid carers who play a key role in the health and wellbeing of our county, and improving the support available to them through partnership work and promoting carer friendly communities.

The Charter was produced by Members and carers working as a task and finish group. Since the charter's launch the Council has worked towards its pledges and undertaken work to promote its principles with organisations across the county.

With its original objective accomplished, we propose turning the task and finish group into a working group of the People and Communities Selection Committee and approving a new Terms of Reference (ToR) which confirm the important role the working group has to play in implementing this policy, promoting the charter's principles and monitoring the progress of the work.

Executive Summary

This report sets out a proposal to update the Terms of Reference for the Carers Charter Working Group to make it a formal working group of the People and Communities Select Committee that will oversee the pledges made within the charter and promote the principles of the charter.

Actions required

Committee is recommended to:

- a) **Agree the Carers Charter Task and Finish Group be made a working group of the People and Communities Select Committee for the purpose of overseeing the pledges made within the Charter and promoting the principles of the charter across Norfolk, as set out in Appendix A**

1. Background and Purpose

- 1.1. In October 2018 the Council launched the Norfolk Carers Charter, adopting a policy to raise the profile of the 100,000 unpaid carers who play a key role in the health and wellbeing of our county, and improve the support available to them through partnership work and promoting carer friendly communities. The charter was produced by Members and Carers working as a task and finish group.

- 1.2. The creation of the charter was a major step forward in raising awareness of unpaid carers in Norfolk. Since its launch the Council has worked towards the pledges it made in the charter and undertaken extensive work promoting the charter's principles with organisations across Norfolk
- 1.3. Over the course of 2019 the Council undertook campaign and engagement activity to promote the charter's principles with organisations across the county, encouraging the adoption of carer friendly practices within educational settings and employers.

2. Proposals

- 2.1. The task and finish group continues to meet, recognising the important role they have to play in realising the policy aim of promoting the charter's principles and monitoring the progress of the work. Having achieved its original objective of producing the charter as set out in its Terms of Reference, the task and finish group ask that its Terms of Reference be revised to reflect this new purpose.
- 2.2. A revised ToR is enclosed in **Appendix A** which sets out that the overall purpose of the Working Group will be to oversee the delivery of the Council's policy of raising the profile of the 100,000 unpaid carers who play a key role in the health and wellbeing of our county and improving the support available to them through partnership work and promoting carer friendly communities.
- 2.3. The working group members are also mindful that since the original Terms of Reference were produced the Council has moved to a cabinet structure, meaning parts of the old Terms of Reference are outdated.

3. Impact of the Proposal

- 3.1. The proposal will formally recognise and endorse the focus of the working group on promoting the Norfolk Carers Charter and the importance of this work in promoting the health and wellbeing of unpaid carers.

4. Financial Implications

- 4.1. None

5. Resource Implications

- 5.1. **Staff:** None
- 5.2. **Property:** None
- 5.3. **IT:** None

6. Other Implications

- 6.1. **Legal Implications:** None
- 6.2. **Human Rights implications:** None
- 6.3. **Equality Impact Assessment (EqIA) (this must be included):** N/A as the decision sought is to formalise the committee governance of a piece of existing work

7. Actions required

7.1. Committee is recommended to:

- a) Agree the Carers Charter Task and Finish Group be made a working group of the People and Communities Select Committee for the purpose of overseeing the pledges made within the Charter and promoting the principles of the charter across Norfolk, as set out in Appendix A**

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Carers Charter Working Group

Norfolk County Council Carers Charter Working Group**Terms of Reference****Purpose**

The overall purpose of this Working Group is to oversee the delivery of the Norfolk Carers Charter by monitoring the commitments that have been made by the Council in the charter and promoting the principles of the charter in partnership with the organisations represented by the group's membership.

Scope

The Carers Charter is a statement of principles, rights that we ask other organisations to support and pledges that Norfolk County Council have made to support carers in work; young carers and young adult carers in education; and carers in the community.

The charter was developed by a Task and Finish Group which will now become a working group of the People and Communities Select Committee in order to monitor the Council's performance against its pledges and make recommendations about promoting the charter's principles through partnership working.

Ways of working

The working group will be supported by Officers and can draw on a range of different inputs to help shape the development of the Charter. This could include:

- Data and evidence about carers and their lives in Norfolk
- Testimonies based on experiences of carers themselves
- Review of the current council support for carers
- Research on best practice elsewhere
- National policy context.

A schedule of three meetings per year has been agreed. They will be held at County Hall or virtually as required.

Papers will be distributed in advance, ensuring the group's members have sufficient time to prepare.

Meetings will last no longer than two hours.

Membership

The Task & Finish Group's membership is as follows:

- Independent Chair – William Armstrong
- People and Communities Select Committee Chair
- County Council Carers Champion
- Three county councillors
- Six carer representatives

- A representative from Cares Voice
- A representative from Caring Together

Continuity of membership for the meetings will be important, however, it is recognised that for carers attendance can be difficult, so substitutes will be able to attend by arrangement with the Chairman.

People and Communities Select Committee

Item No. 9

Report title:	Boys Educational Attainment
Date of meeting:	18 September 2020
Responsible Cabinet Member:	Councillor Fisher (Cabinet Member for Children's Services)
Responsible Director:	Sara Tough, Executive Director of Children's Services

Introduction from Cabinet Member

Councillors Mick Castle, Ed Maxfield and Sandra Squires have raised concerns that boys in particular are not achieving as well as they should do. They also feel that this is insufficiently recognised in the national agenda around improving outcomes, or in our local strategy.

Executive Summary

Nationally and in Norfolk, boys do not perform as well as girls in some subjects, particularly in English. This has a detrimental impact on their progression post 16 and limits opportunities open to them. This paper shows how we will build on our successes in raising outcomes in Early Years so that more boys enter school with the language skills they need to learn effectively. It describes how a refreshed approach to school improvement, enabled by a new Norfolk Commissioning Hub and a realignment of our own teaching and learning advisers, will better support improvement in the school system.

Actions required

1. To understand how education outcomes for boys and girls vary in Norfolk and nationally and the impact this has on their futures
2. To consider the strategies proposed to support improvement in teaching and learning across Norfolk, and their alignment in raising outcomes for boys

1. Background and Purpose

- 1.1. The education system in Norfolk has improved considerably in recent years, and this is reflected in many key performance indicators. Children get off to a good start to their education. Following many

years of improvement, a higher proportion of children reach age related expectations at 5 years old than is the case nationally. Standards in GCSE mathematics at age 16 are above national averages. More children are entered for “EBacc” subjects and outcomes in sciences and humanities are improving. More schools are judged to be outstanding.

There remain key indicators which suggest that education in Norfolk is not yet consistently good for all children. Some children still attend a school that is not judged to be good or outstanding. Outcomes in primary schools still lag behind national averages overall, especially in the smallest cohorts. Outcomes in GCSE English are slightly below national averages. Our mainstream system is not yet confidently meeting every child’s needs well enough resulting in rising demand for Education Health and Care Plans. At age 18, more young people head into work than is the case nationally, but fewer go on to higher education.

In some subjects, and particularly in English, on average boys do not perform as well as girls. The gap between boys and girls reaching the expected “Good Level of Development” at age 5 is 14 percentage points. At age 11 there is a 10 percentage point gap between boys and girls achieving expected standards in all of reading, writing and mathematics. At age 16 there is an 8 percentage point gap between boys and girls achieving a pass in both English and Mathematics. The gaps at age 11 and age 16 result from differing performance in English. This is not a uniquely Norfolk issue and similar gaps persist in national data sets. It is also not the case that these gaps are similar in every school. Although in every Norfolk secondary school girls make more progress in English than boys, this varied in 2019 from around a quarter of a grade to over a full GCSE grade difference.

Achieving a pass in English and mathematics is essential to progress positively post 16 and remain in education. Until quite recently there was no difference between boys and girls in the percentage of young people continuing in education post 16. However since 2016 the percentage of boys attaining an education destination post 16 has fallen in Norfolk, as it has nationally, from 90% in 2016 to 84% in 2018. The requirement that students who had not passed English and Mathematics at GCSE must continue to study it post 16 has undoubtedly influenced the increased the number of boys choosing

employment rather than continuing in education, making it even more important that students pass English and Mathematics at 16.

Fewer pupils continue into education into Higher Education (HE) at age 18. Fewer boys and girls who study A levels or other level 3 qualifications go on to HE with more continuing into work. As is the case nationally, the percentage of boys progressing to HE has fallen slightly whereas there has been a slight increase the percentage of girls doing so.

2. Proposals

- 2.1. To continue to analyse outcomes data for every school and academy, keeping a sharp focus on where there is significant variation between outcomes for boys and girls. We will look longitudinally for patterns in attainment across phases to eliminate inequalities early.

To improve outcomes for boys, there are five key areas of performance where improvement is needed:

- Early language development
- Raising of standards at primary, focussing more on reading
- Sharing of best practice in teaching English at secondary school
- Continuing to improve the inclusivity of the school system
- Increasing participation in learning post 16

2.2. Improving early language development

Improving language development age 0 – 5 equips children to succeed throughout school. All learning takes place using language and the language demands in the new national curriculum, primary testing and reformed GCSEs / A Levels are significantly higher than previously. This requires a Children's Services response – the Early Childhood and Families Service is a key partner – as well as focussed work on participation and quality in Early Years Settings.

We are building on the work of the Norwich Opportunity Area Communication Champions to embed a Norfolk wide approach to improving language development in the Early Years.

2.3. Improving the outcomes in Norfolk Schools and Academies

Our strategy for school improvement involves engagement with every school and multi-academy trust. For local authority schools

where significant improvement is required, we appoint a Lead Officer who manages a thorough evaluation of the school and secures the improvement activity required. For other local authority schools and academies we will ensure that the right support for them is available through our own services and other school improvement partners such as teaching schools. A new Commissioning Hub has been set up with leaders from the school system to ensure that support in Norfolk is clearly targeted where it will make the most difference. We have moved our support for teaching and learning into a redesigned service focussing on learning and achievement. Our direct support is being aligned to Norfolk's priorities and through the Commissioning Hub we will also work with school improvement partners to ensure the school improvement offer is right for Norfolk.

As partners in the school landscape we will continue to engage with multi-academy trust leaders and encourage them to make full use of the support available where this aligns with priorities for improvement.

We will ensure that local authority schools make full use of the support available through termly engagement with them. The basis of the improvement model is support and challenge: the level of challenge is commensurate to the support offered ensuring that the schools who need the most improvement receive the most support. This model also supports the engagement of schools currently performing well but wanting to do better. It is important to fully engage with this particular group due to its size and therefore its relative impact. This co-ordination will also enable the local authority to establish schools and settings currently excelling in a particular area who would be willing to share their experiences and ultimately support others in this manner.

Engaging with all local authority schools, both in-person and virtually will allow this model to be most effective.

2.4. Raising standards at primary, focussing more on the primary reading curriculum, assessment and teaching.

There have been improvements in outcomes, especially in mathematics in primary schools, but reading has not been given sufficient attention. Previous national initiatives focussed excessively on developing writing. As the primary English curriculum provides the functional (and often attitudinal) basis for success in the

subject at secondary school, success at this stage, particularly for boys, is crucial to future achievements.

To ensure that the support offered to schools is appropriate, local authority teaching and learning advisers have designed a model that is both scaleable across Norfolk schools and, where necessary, tailored to individual schools' circumstances.

Through our redesigned service with its focus on learning and achievement, we will increase the availability of our teaching and learning specialist school advisers. Full advantage will be taken of the opportunity to engage virtually as well as in face-to-face sessions to efficiently reach all teachers in Norfolk, promoting and sharing best practice through subject leader and year-group level forums. It will also be able to more directly support teacher development and provide access to local authority and proven school based subject experts to raise standards, especially in reading.

2.5. Sharing best practice at secondary in English curriculum design, assessment and teaching

Standards in GCSE English in many secondary schools are not as strong as in mathematics which affects many performance indicators. This is not the case in all schools however and there is much to be gained by encouraging multi-academy trusts to share effective approaches to curriculum design, formative assessment and teaching strategies. There remains only one secondary school under local authority purview, therefore to effect change, building on existing relationships and working with partners within and across MATs is vital. This will allow us to build better transition and information-sharing mechanisms between Key Stages 2 and 3 across the county.

2.6. Continue to improve the inclusivity of the school system

Boys remain far more likely to be excluded from school and there continues to be too much pupil movement in some parts of the county. We are continuing to build the capacity of inclusion and

opportunities service to support Norfolk's schools to meet the needs of every young person inclusively.

2.7. Increase participation in learning post 16

More young people in Norfolk progress into work at age 16 and age 18 rather than continuing in education. 40% of Norfolk level 3 (A level and equivalent) students progress into Higher Education, compared to 49% nationally.

We are addressing this through:

- Having an in depth understanding of barriers and issues
- Preventative work and targeted support
- Having provision that meets the needs of all young people

3. Impact of the Proposal

3.1. Most children in Norfolk attend a good school. These proposed measures are designed to raise outcomes and reduce inequality in outcomes for boys in a good education system by:

- ensuring that children get off to the best possible start with excellent communication skills;
- better aligning of school improvement support to improvement priorities;
- continuing to build a more inclusive education system
- Supporting students through more ambitious pathways post 16.

4. Financial Implications

4.1. Within existing resources

5. Resource Implications

5.1. **Staff:** Within existing resources

5.2. **Property:** None

5.3. **IT:** None

6. Other Implications

6.1. **Legal Implications:** None

6.2. **Human Rights implications:** None

- 6.3. **Equality Impact Assessment (EqIA) (this must be included)**
This proposal seeks to improve outcomes for boys while continuing to raise achievement for all pupils, so reducing inequality in opportunity
- 6.4. **Health and Safety implications (where appropriate)**
N/A
- 6.5. **Sustainability implications (where appropriate)**
N/A
- 6.6. **Any other implications**
7. **Actions required**
- 7.1. To support the continued Norfolk County Council investment in supporting school improvement through the proposed strategies for improving outcomes and raising the achievement of boys.
8. **Background Paper**
- 8.1. Annual Standards Special Report - Gender Analysis to 2019

Officer Contact

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Learning & Achievement Service Special Report

Achievement of Pupils Gender Analysis to 2019



Norfolk County Council



Norfolk Strengths and Priorities

Strengths	Improving	Stuck just below	Wicked issues
Special Schools	Exclusions	Primary Ofsted %Good	Key Stage 2 Outcomes
Early Years: %GLD	GCSE Sciences and Humanities	Year 1 Phonics and Key Stage 1 outcomes	Inclusivity of Mainstream Schools
Outcomes for SEND	EBacc Entry	Achievement of higher standards at all Key Stages	Outcomes in the smallest primary schools
GCSE Maths at Secondary	Outstanding schools	GCSE English	Rising demand for EHCP

National Issues:

Pupil Premium gap not closing. Ofsted expectation on school curriculum / EBacc. Funding and provision for SEND.



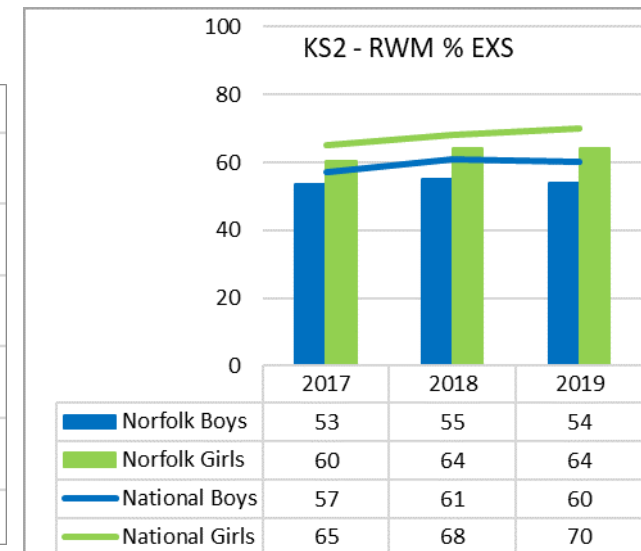
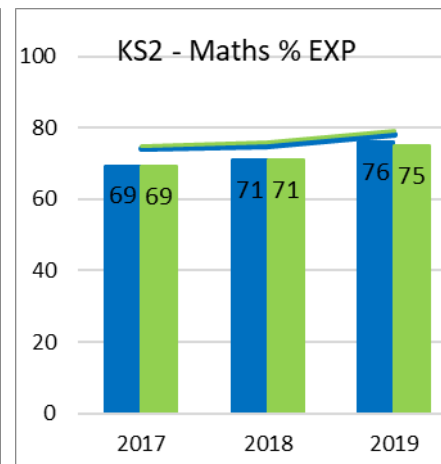
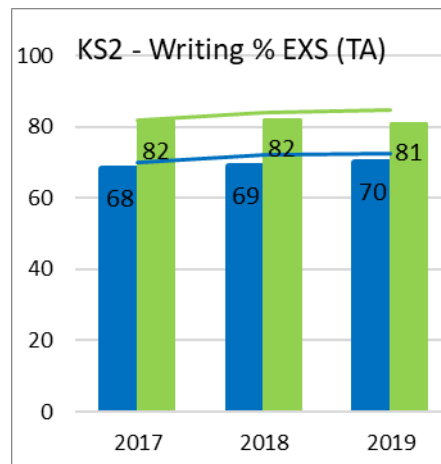
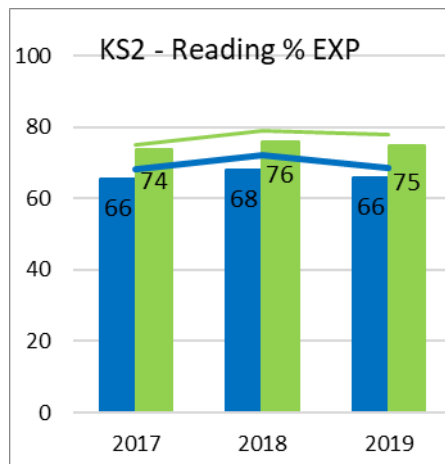
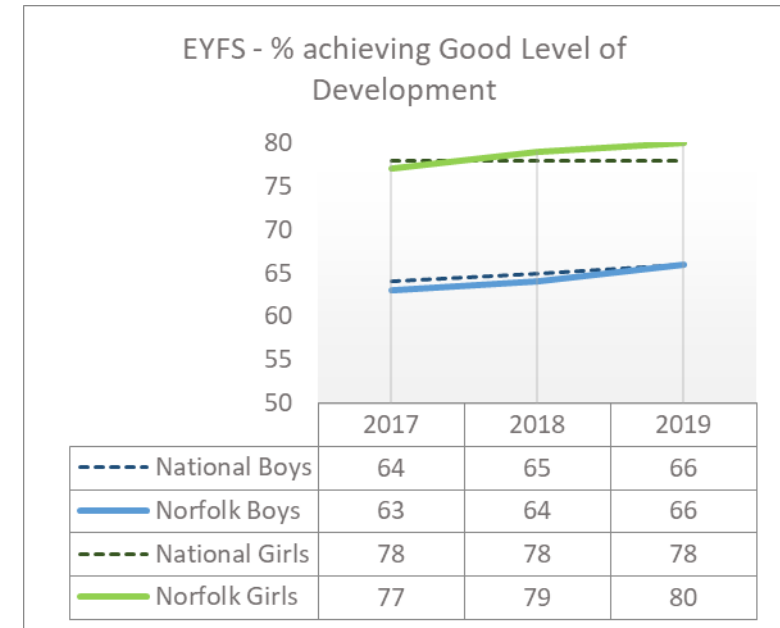
Learning & Achievement Service – Gender Analysis to 2019

Attainment of male and female pupils at Primary Phase

In Early Years, the attainment of girls is above the national average and boys has improved to in-line with the national average. 66% of boys achieve a good level of development compared to 80% of girls. This significant gender gap exists nationally and persists throughout school.

As is the case nationally, by the end of Key Stage 2, in reading tests and in writing teacher assessments, girls have outperformed boys over the last three years. Historically in Norfolk, girls attainment in mathematics was lower than boys, but there is now very little difference in gender attainment.

Because they attain better in reading and writing, more girls achieve the Expected Standard in all of reading, writing and in mathematics. The gap in Norfolk is ten percentage points, the same as seen nationally.



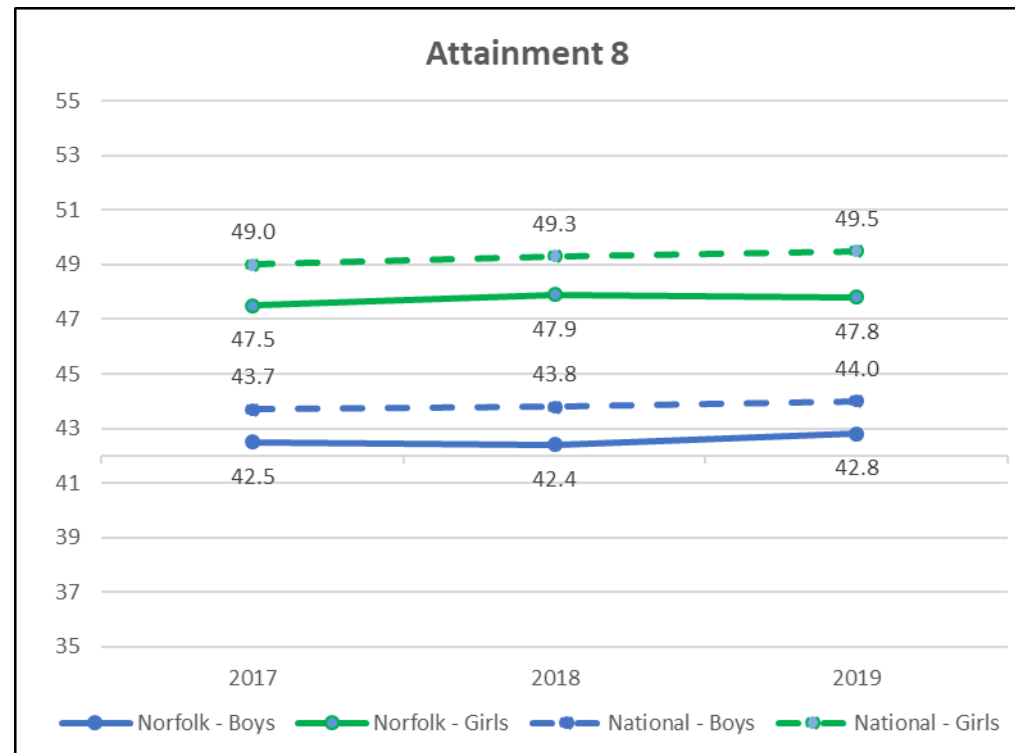


Learning & Achievement Service – Gender Analysis to 2019

Attainment of male and female pupils at Secondary Phase

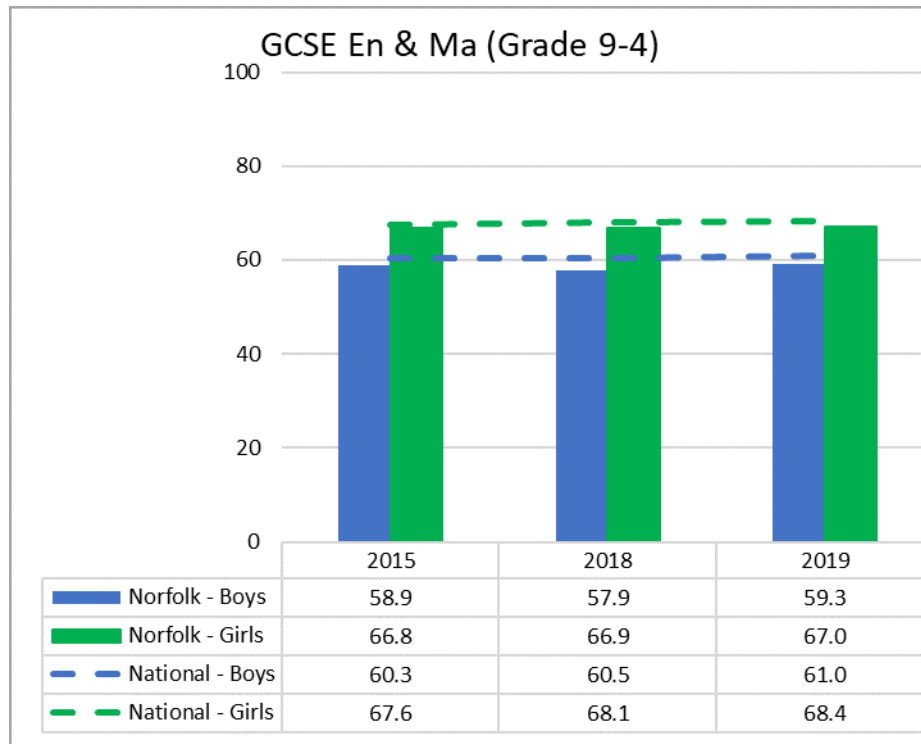
At Key Stage 4, as measured by Attainment 8, the attainment of both boys and girls in Norfolk has been below the national average for each of the last three years.

There is a significant gender gap in the attainment of boys and girls at Key Stage 4, that exists nationally and persists throughout all school phases. In Norfolk, Attainment 8 for boys has improved by 0.4 in 2019 compared to a 0.2 improvement seen nationally, but Attainment 8 for girls has declined slightly by 0.1 compared to the national average which improved by 0.2. In Norfolk, there is a wider gap to the national Attainment 8 for girls, than the gap for boys.





Learning & Achievement Service – Gender Analysis to 2019

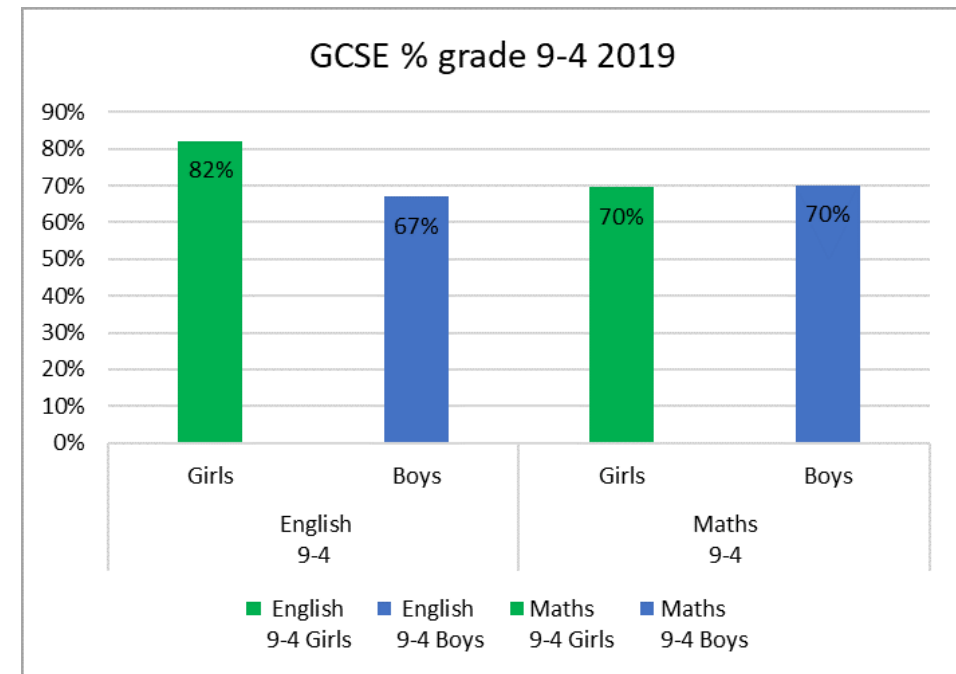


In Norfolk, from 2018 into 2019, the proportion of boys achieving grades 9 to 4 in both English and maths has improved by 1.4 percentage points, compared to 0.5 percentage points for boys nationally, thus closing the gap to boys nationally by almost 1%.

Girls, in Norfolk, have increased by 0.1 percentage points compared to a 0.3 percentage points increase for girls nationally.

The gap between the performance of boys compared to girls is similar in Norfolk as seen nationally, at around 7.5%.

The difference in outcomes is due to a significant difference in attainment in English



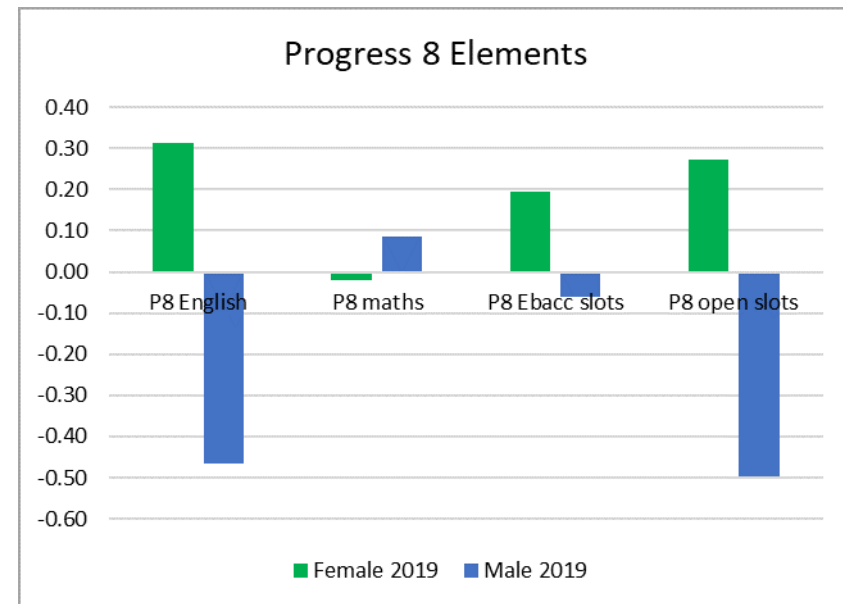
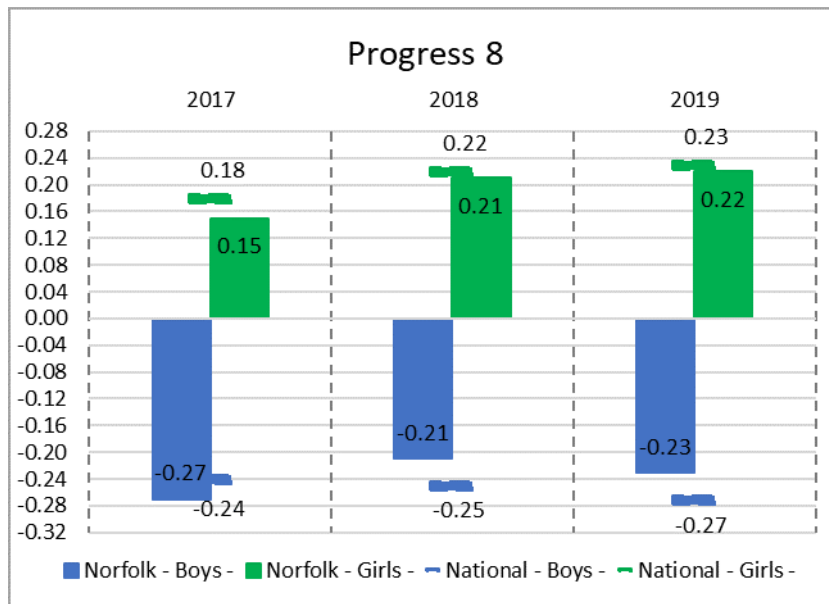


Learning & Achievement Service – Gender Analysis to 2019

The Progress 8 scores for both boys and girls show a significant gender gap both in Norfolk and nationally. There has, however, been improvement over three years for both boys and girls Progress 8 scores in Norfolk compared to improvement nationally for girls and further decline nationally for boys.

Progress 8 for girls in Norfolk is now broadly in line with the progress girls make nationally. The Progress 8 score for boys in Norfolk remains above the national average for boys.

Almost all the difference in progress is explained by girls making more progress in English than boys. As almost all pupils now take two English qualifications (literacy and language GCSEs), underperformance in English affects the English element (which alongside maths is double weighted) and the second English qualification affects performance in the open slots.



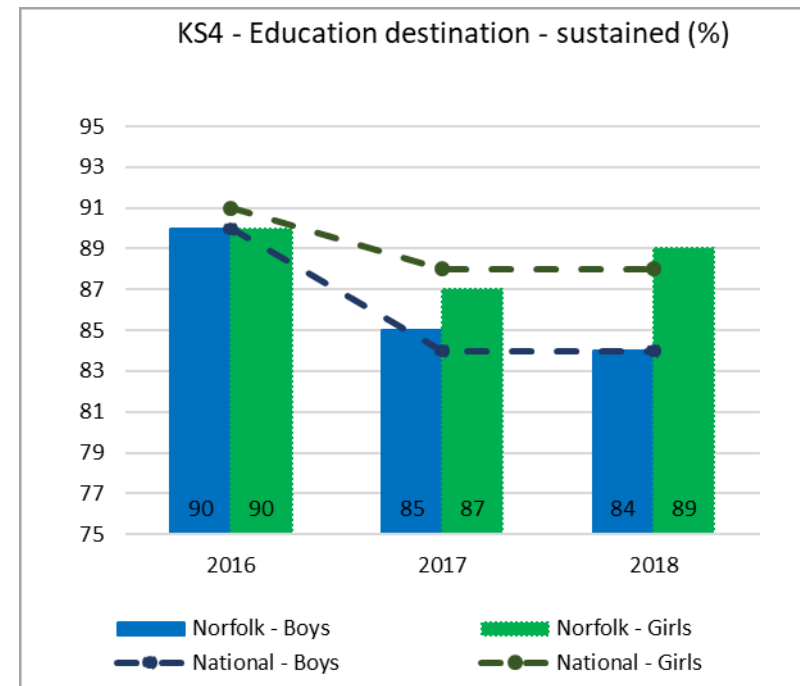
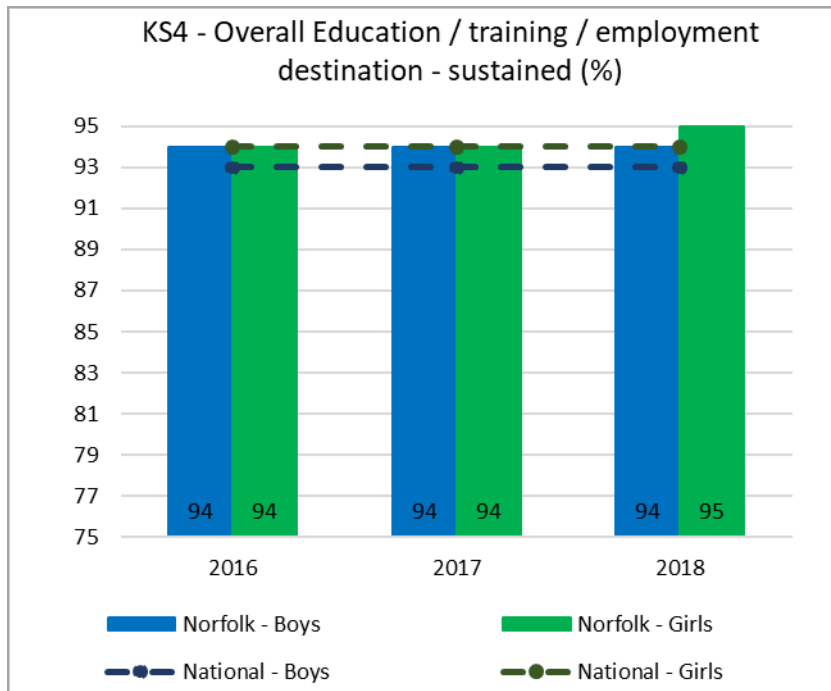


Learning & Achievement Service – Gender Analysis to 2019

Destinations

After the KS4 phase of education, over the three years to 2018, boys are as likely as girls to move into a sustained destination overall. This is compared to a small gap seen nationally (2019 data will be available in October 2020).

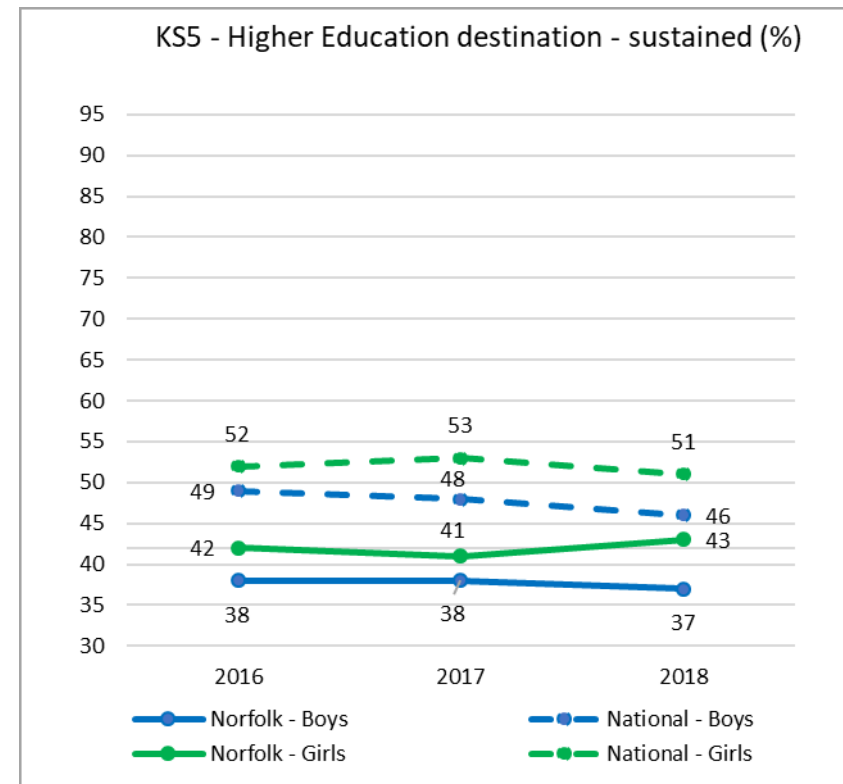
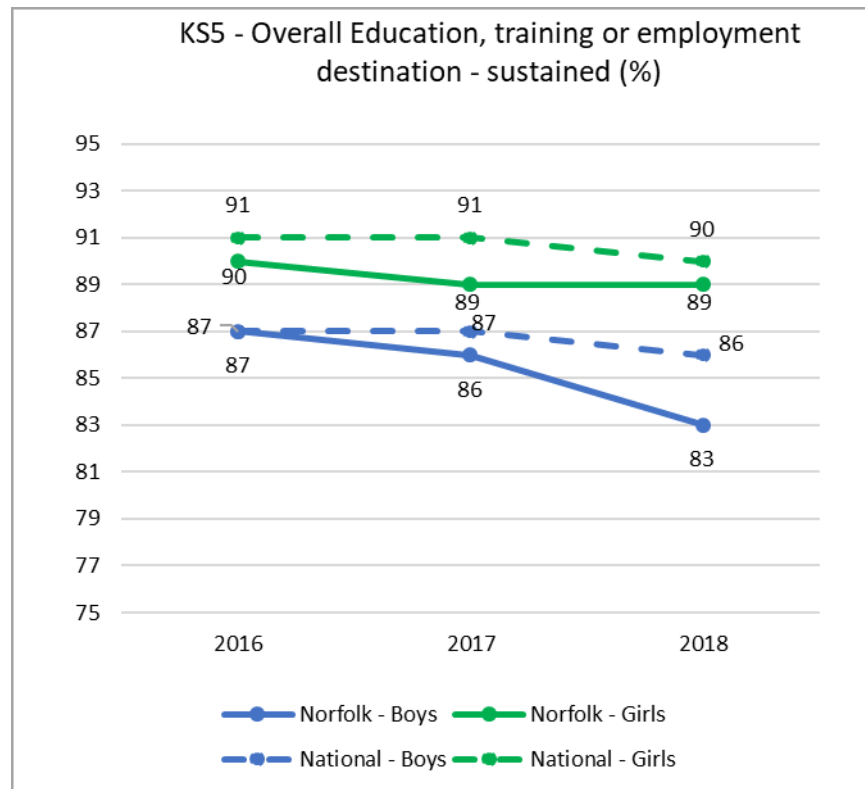
The proportion of boys moving into an education destination has declined significantly both nationally and in Norfolk, but girls in Norfolk has improved slightly in 2018 compared to national.





Learning & Achievement Service – Gender Analysis to 2019

After the KS5 phase of education, boys are less likely than girls to move into a sustained destination, both overall and when considering only Higher Education (HE) destinations. This is apparent both nationally and in Norfolk, but the gap between Norfolk boys and national boys has grown overall over the last three years, up to 2018 (2019 data will be available in October 2020). The proportion of boys moving into HE has declined both nationally and in Norfolk, but girls in Norfolk has improved compared to a decline nationally.





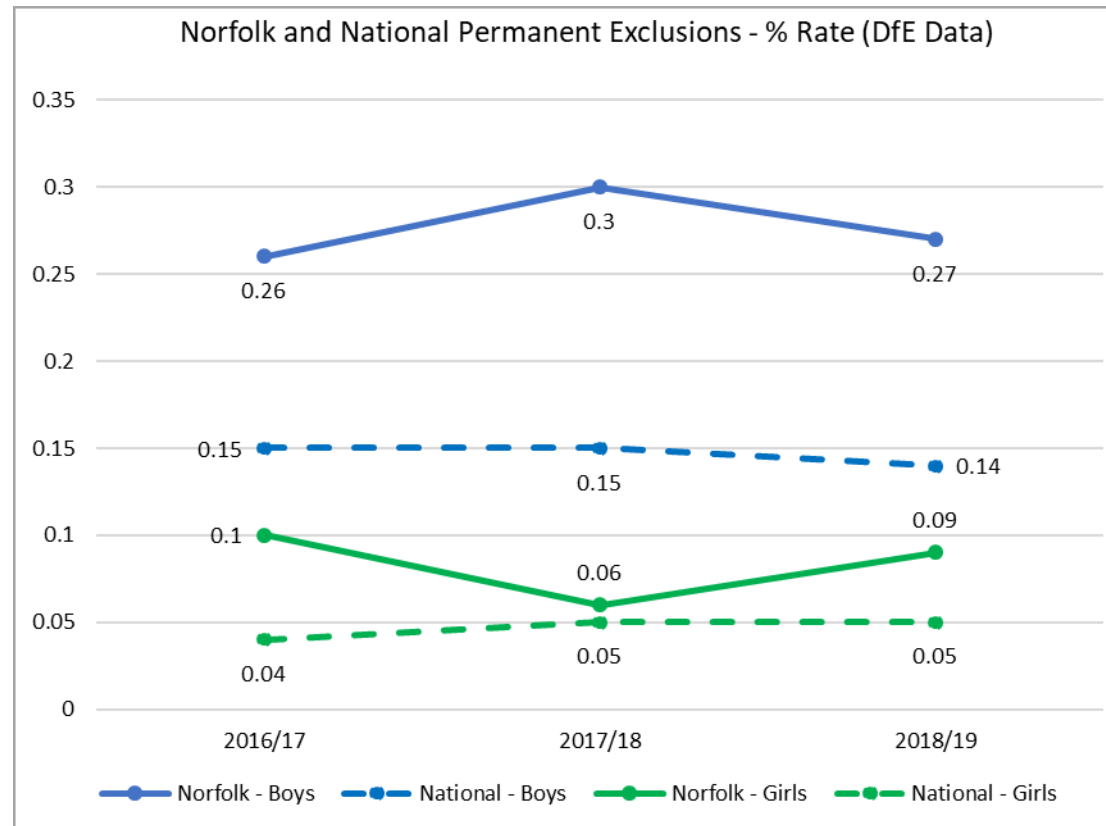
Learning & Achievement Service – Gender Analysis to 2019

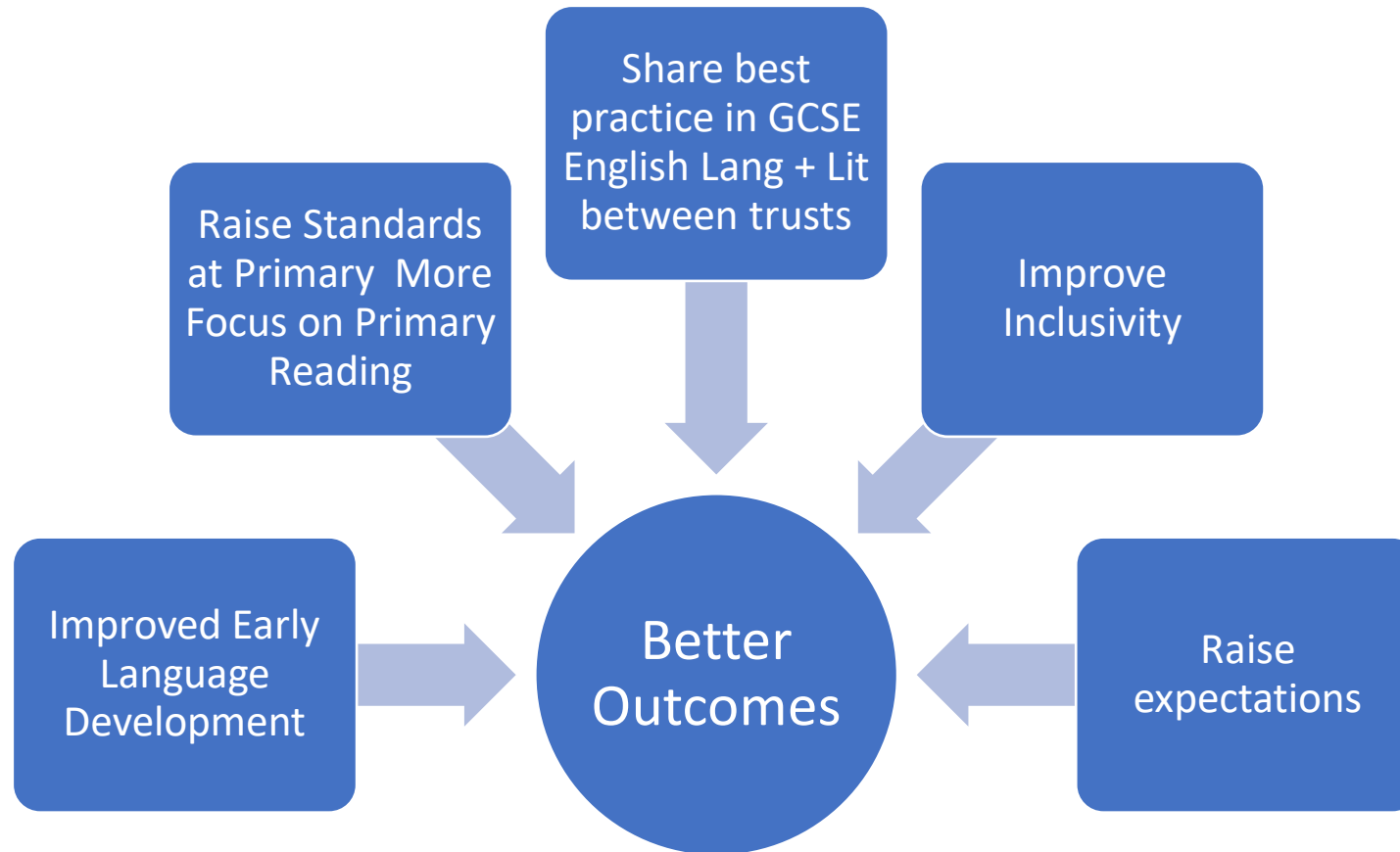
Exclusions

Over the three years to 2018, boys are far more likely than girls to be excluded from school, both nationally and in Norfolk.

The proportion of boys excluded from school peaked in 2017/18 before reducing in 2018/19 compared to a very small reduction nationally, but remains well above the national average. Conversely, girls reduced in 2017/18 before increasing again in 2018/19, compared to the national rate which was maintained.

Overall, the proportion of pupils being excluded in Norfolk remains above the national average.



Priorities for improvement to raise outcomes for Boys

- Improving language development age 0 – 5 equips children to succeed throughout school. All learning takes place in language and the language demands in the new national curriculum, primary testing and reformed GCSEs / A Levels are significantly higher than previously.
- Raising standards at primary remains high priority. There have been improvements, especially in mathematics, but reading has not been given sufficient attention and the previous National Strategies focussed excessively on developing writing.
- Standards in GCSE English in many secondary schools are not as strong as in mathematics which affects many performance indicators.
- A more inclusive system with high expectations raises standards for all

People and Communities Select Committee

Item No. 10

Report title:	Norfolk County Council budget planning 2020-21
Date of meeting:	18 September 2020
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	James Bullion, Executive Director of Adult Social Services Sara Tough, Executive Director of Children's Services

Introduction from Cabinet Member

Work is underway to develop proposals which will support the preparation of a balanced and robust Budget for 2021-22. However, the impact of Covid-19, along with continued unprecedented levels of uncertainty about future year pressures and funding, represent a very significant challenge for Norfolk County Council in developing its budget plans for 2021-22. The scale of the budget gap to be closed remains subject to substantial uncertainty and there are a number of issues which could have a material impact on the level of resources available to the Council to deliver services in the future. As part of responding to these challenges, services will need to bring forward balanced, sustainable budget proposals which enable the Council to continue to deliver essential services to Norfolk's people, businesses and visitors.

This report forms an important part of the process of preparing the 2021-22 Budget, and represents a key opportunity for Select Committees to provide views on the approach to developing budget proposals.

Executive Summary

Cabinet has sought Select Committee input into the 2021-22 budget process, in respect of the approach to the development of saving proposals. This report appends the latest information about the 2021-22 Budget in order to support Select Committee discussion and enable them to provide input to the October meeting of Cabinet to inform budget decisions.

Actions required

- 1. To consider and comment on the key issues for 2021-22 budget setting and the broad areas proposed for savings development in relation to the services within the Select Committee's remit, in order to provide input to the October Cabinet meeting and inform saving proposals put forward.**

1. Background and Purpose

- 1.1. At its meeting 8 June 2020, Cabinet agreed that Select Committees should have a role in the 2021-22 budget process and requested that Select Committees consider the areas for savings in the services falling within their remit.

2. Proposals

- 2.1. The reports to the June and September Cabinet meeting together provide an overview of:
- the overarching timetable for 2021-22 budget setting;
 - the key issues being identified in relation to 2021-22 budget setting;
 - the target level of savings to be found by each service department;
 - the impact of the Covid-19 response on services; and
 - the broad approaches and themes for the development of saving proposals by Service.
- 2.2. The Select Committee's views are sought in relation to the services within its remit¹ on (1) key issues for 2021-22 budget setting and (2) the broad areas proposed for savings development, in order to help shape budget and saving proposal development for 2021-22, assist in the identification of key pressures and priorities for the 2021-22 budget, and (ultimately) to inform the budget proposals to be considered by October Cabinet prior to consultation.
- 2.3. Select Committee members may in particular wish to refer to the following sections of the September Cabinet report:

People and Communities Select Committee:

- Section 4 – Service financial strategy and approach to developing 2021-22 Budget proposals – Adult Social Services
- Section 5 – Service financial strategy and approach to developing 2021-22 Budget proposals – Children's Services
- Section 6 – Service financial strategy and approach to developing 2021-22 Budget proposals – Community and Environmental Services (in relation to services as defined in footnote 1).

Infrastructure and Development Select Committee:

¹ Remit: The People and Communities Select Committee is aligned to people orientated services which are based on individual need. These services are predominantly for children and adults but also include other services that contribute to our residents' well-being.

The Committee supports the Cabinet and Council in its work with adults and older people with disabilities; services for young people who are vulnerable and improving educational attainment together with services to improve the wellbeing of our residents such as Arts and Culture, Public Health and Adult Education.

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- Section 6 – Service financial strategy and approach to developing 2021-22 Budget proposals – Community and Environmental Services

Corporate Select Committee:

- Section 7 – Service financial strategy and approach to developing 2021-22 Budget proposals – Strategy and Governance
- Section 8 – Service financial strategy and approach to developing 2021-22 Budget proposals – Finance and Commercial Services / Finance General

3. Impact of the Proposal

- 3.1. Select Committee input will support in shaping budget proposals and contribute to the 2021-22 budget setting process. Further impacts are set out in the appended papers.

4. Financial Implications

- 4.1. Highlighted in appended report.

5. Resource Implications

5.1. **Staff:**

There are no direct implications arising from this report although there is a potential that staffing implications may arise linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

5.2. **Property:**

There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.

5.3. **IT:**

There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

6. Other Implications

6.1. **Legal Implications**

Highlighted in appended papers.

6.2. **Human Rights implications**

No specific human rights implications identified.

6.3. **Equality Impact Assessment (EqIA)**

Highlighted in appended papers. EQIAs will be undertaken later in the budget process.

6.4. Health and Safety implications (where appropriate)

None identified.

6.5. Sustainability implications (where appropriate)

None identified.

6.6. Any other implications

None identified, beyond those highlighted in appended papers.

7. Actions required

- 7.1. 1. To consider and comment on the key issues for 2021-22 budget setting and the broad areas proposed for savings development in relation to the services within the Select Committee's remit, in order to provide input to the October Cabinet meeting and inform saving proposals put forward.

8. Background Papers

- 8.1. Norfolk County Council Revenue and Capital Budget 2020-21 to 2023-24, County Council 17/02/2020, agenda item 5 ([here](#))
Strategic and Financial Planning 2021-22, Cabinet 08/06/2020, agenda item 12 ([here](#))
Strategic and Financial Planning 2021-22, Cabinet 07/09/2020, agenda item 11 ([here](#))

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Cabinet

Item No: 11

Decision making report title:	Strategic and Financial Planning 2021-22
Date of meeting:	7 September 2020
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services Fiona McDiarmid, Executive Director of Strategy and Governance
Is this a key decision?	No

Introduction from Cabinet Member

As set out in the Financial Monitoring report elsewhere on the agenda, the Council continues to work to deliver a balanced position for 2020-21. Simultaneously, work is underway to develop proposals to enable a balanced and robust Budget to be proposed for 2021-22. The impact of COVID-19, along with continued unprecedented uncertainty about future year pressures and funding, represent a very significant challenge for the Council in developing its Medium Term Financial Strategy. As set out in this report, the scale of the budget gap to be closed in future years remains subject to substantial uncertainty and there are a number of issues which could have a material impact on the level of resources available to Norfolk County Council to deliver services in the future.

In the face of these challenges, it will be critically important to bring forward balanced, sustainable budget proposals which will enable the Council to continue to deliver the essential services which are relied on by all Norfolk's people, businesses and visitors. This report represents an important milestone in the development of the 2021-22 Budget and provides an opportunity for Members to influence the shape of these emerging proposals.

Executive Summary

The latest estimates of the financial impact of the COVID-19 pandemic are set out in the Financial Monitoring report. This reflects additional costs, lost income and undeliverable savings in the current year, many of which will have an extended impact on the 2021-22 Budget. This report, and the Financial Monitoring paper, together provide an overview of the anticipated financial implications of COVID-19, for both the current year and for the Council's Medium Term Financial Strategy as originally agreed in February 2020.

The Council continues to engage with MPs, the County Council Network (CCN), the Local Government Association (LGA), the Ministry for Housing, Communities and Local Government (MHCLG) and other Government Ministers and departments on the need for

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sustainable and long term funding for councils. The latest opportunity to communicate our key concerns is provided by the Comprehensive Spending Review.

The 2021-22 Budget is being prepared in truly exceptional circumstances. These are inevitably having a profound impact on the organisation's ability to achieve planned budget savings and income for 2020-21, as well as on the capacity to develop and deliver new budget proposals for 2021-22, and on the wider budget position, which, as a result, is the subject of extremely high levels of uncertainty. As such, the report forms part of the budget planning process for 2021-22, which has been designed to recognise that there remains a need for ongoing flexibility to respond to changing circumstances. In this context, the report also provides a summary of key areas of wider risk and uncertainty for Cabinet to consider.

The MTFS position will continue to be updated in light of future government announcements and as the scale of the impact on the Council becomes clear. This will be reported to Cabinet and to Scrutiny Committee as the budget setting process progresses.

Recommendations

1. **To comment on and agree key points to be included in the representation to the Comprehensive Spending Review in relation to:**
 - the uncertainty about wider funding allocations and reforms;
 - the urgent need for details to enable 2021-22 budget setting;
 - the need for adequate funding to meet pressures from Covid-19; and
 - the fundamental need to address underlying pressures including adults and children's social care.

Delegate to the Leader and Cabinet Member for Finance to approve the final response for submission on behalf of the Council reflecting the points set out in Paragraph 2.4.
2. **To comment on and agree the key points set out in Paragraph 2.6 to be included in the response to the consultation on Business Rates system and delegate to the Leader and Cabinet Member for Finance to approve the final response for submission on behalf of the Council.**
3. **To consider the updated overall budget gap of £129.779m in the Medium Term Financial Strategy including a latest gap of £45.434m forecast for 2021-22, noting the key areas of risk which remain to be quantified. (Section 3)**
4. **To agree that detail of saving proposals to aid in closing the budget gap should be presented to Cabinet in October, after being developed based on the approaches set out in Sections 4-8, and following input from Select Committees about the overall strategy in each Department during September.**

1. Background and Purpose

- 1.1. This report provides an update on the developing 2021-22 Budget and associated Medium Term Financial Strategy (MTFS). To inform discussion of the budget position it also:
 - Summarises the latest position in relation to some of the significant uncertainties facing local government finances as a result of COVID-19 and other issues.
 - Sets out the latest view of the MTFS position for 2021-22 onwards, updating the assumptions agreed in February 2020. This position will be updated further as part of reporting to Cabinet in October.
 - Provides an overview of some of the key issues facing services in relation to their financial strategy, and proposes the approach being taken in each Department in order to develop saving proposals to seek to meet the targets agreed by Cabinet in July.
 - Details the key points to be made in the Council's representation to the 2020 Comprehensive Spending Review process, and the call for evidence on Business Rates reform, for endorsement.
- 1.2. Ultimately this report is intended to support the Council in preparing the 2021-22 Budget and developing the approach to identifying savings proposals which will assist in delivering a balanced budget for the year.
- 1.3. The content of the report is based on circumstances that are changing frequently and therefore some areas may become superseded by new information on an ongoing basis.

2. Government announcements with potential implications for local government funding

- 2.1. The Chancellor of the Exchequer, Rishi Sunak, announced the **2020 Comprehensive Spending Review (CSR)** on 21 July 2020¹. The CSR, which will be published in the autumn, is expected to set out the government's spending plans for the parliament, covering a three-year period for resource budgets (2021-22 to 2023-24) and a four-year period for capital budgets (2021-22 to 2024-25). Among the areas that the Chancellor stated the CSR will prioritise, the following are likely to have the most relevance for local government:
 - Strengthening the UK's economic recovery from COVID-19 by prioritising jobs and skills;
 - Levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people – spreading opportunity, maximising productivity and improving the value add of each hour worked;
 - Improving outcomes in public services, including supporting the NHS and taking steps to cut crime and ensure every young person receives a superb education;

¹ <https://www.gov.uk/government/news/chancellor-launches-comprehensive-spending-review>

- Making the UK a scientific superpower, including leading in the development of technologies that will support the government's ambition to reach net zero carbon emissions by 2050; and
 - Strengthening the UK's place in the world.
- 2.2. Taking into account the wider uncertainty, the Chancellor did not set a "spending envelope" for the CSR but confirmed that departmental spending "will grow in real terms across the CSR period". However, the Chancellor also stated that "there will need be tough choices in other areas of spending at the review. As part of their preparations for the CSR departments have been asked to identify opportunities to reprioritise and deliver savings."
- 2.3. The deadline to submit representations to the CSR is 24 September 2020. This timescale would suggest a Budget or Autumn Statement announcement of some sort in late October or early November. Realistically, this implies that as in previous years, **the Council will not receive detailed information about funding allocations for 2021-22 and beyond until December 2020 at the earliest.**
- 2.4. It is proposed that the Council's representation to the CSR cover the following key areas:
- How the Council contributes to the priorities set out for the CSR;
 - The impact of COVID-19 and the continued uncertainty and further delay of significant planned reforms to local government finance (including the Fair Funding Review and Business Rates Reform) on the Medium Term Financial Strategy.
 - The opportunity for Government to deliver a permanent step change, recognising the importance of children's and adults social care, and adequately funding local authorities to make a key contribution to national recovery.
 - The need for a larger quantum to meet immediate pressures of COVID-19, and to provide a sustainable funding level for the future.
 - The urgent need for clarity and certainty about the support that Government will provide for 2021-22 and beyond to enable budget setting to take place effectively.
 - The need to address underlying key issues including:
 - Investing in infrastructure and delivering "levelling up";
 - Reforming council tax and addressing associated inequalities;
 - Adequately funding children's and adults Social Care pressures;
 - Addressing other unfunded pressures;
 - Providing adequate funding for schools, including addressing the High Needs Block deficit; and
 - Delivering on environmental commitments and supporting effective waste management.

Members' views are sought on this approach, and Cabinet is asked to delegate to the Leader and the Cabinet Member for Finance to agree a final representation for submission.

- 2.5. The Government committed to undertake a fundamental **Business Rates Review** at the Spring Budget, and launched a call for evidence on 21 July 2020². This seeks views on how the business rates system currently works, issues to be addressed, ideas for change and a number of alternative taxes. The Review is due to conclude in Spring 2021. While this timeframe means it will not impact on the 2021-22 budget setting process, the increasing significance of Business Rates income to local authorities means that this Review may be an important issue in relation to the Council's medium to long-term funding position.
- 2.6. The call for evidence asks a number of technical questions about the Business Rates system and its administration. It is proposed that the Council's response to the Business Rates Review address these where they are relevant to an upper tier authority and also covers the following key areas:
- The significant concern that growth in rates will not keep pace with the future pressures faced across the full range of local government services including, for example, the National Living Wage, and the need for any reforms to take account of this.
 - The pressing need to address fundamental issues in the business rates system including the under-taxation of online retailers while traditional "bricks and mortar" businesses bear a disproportionate share of the burden.
 - That the tax base is arguably overly dependent on a relatively small number of businesses and places which means much greater risk, volatility and fragility within the system as a whole.
 - The fact that there is a clear tension between some (entirely understandable) national government policies (for example to support the high street and reduce the rates burden) and an increased local authority share of retained rates and expectation of reliance on these as a source of income to meet demand driven cost pressures. In this context it will be critical that the impact of government policies continues to be fully compensated following any reforms.
 - That government should consider how the tension between continuing central control of business rates and the aspiration of further localisation to councils can best be resolved.

Members' views are sought on this approach, and Cabinet is asked to delegate to the Leader and the Cabinet Member for Finance to agree a final representation for submission.

3. Budget and Medium Term Financial Strategy context

- 3.1. In July, Cabinet agreed the following **principles for 2021-22 budget planning**:
- MTFS Budget planning to cover the period **2021-22 to 2024-25**.
 - **Budget Challenge** meetings for each directorate.

² <https://www.gov.uk/government/consultations/hm-treasury-fundamental-review-of-business-rates-call-for-evidence>

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- Allocate the **February 2020 MTFS gap of £38.992m for 2021-22** based on “controllable spend” approach (with no additional corporate / transformation target given the £4.388m already assumed).
- In order to inform revision of 2021-22 MTFS and budget gap in September 2020, Cabinet to undertake a **fundamental review of MTFS assumptions** relating to:
 - council tax and business rates planning assumptions (informed by latest District forecasts).
 - forecast delivery of planned 2020-21 savings programmes and viability of previously planned 2021-22 savings.
 - cost and income pressures, including new pressures resulting from COVID-19.
 - any further Government funding announcements for 2020-21 and future years.
- Seek to identify **proposals to begin to address future years with target £10m per annum**, reflecting need for longer term planning in line with the Financial Management Code.
- Select Committees to have a role as part of the budget-setting process, considering areas for savings in September.
- Final **decisions about the 2021-22 Budget to be taken in February 2021** in line with the budget setting timetable (Appendix 1).

3.2. Taking account of these Government announcements and looking beyond the immediate impacts of coronavirus, the overall level of uncertainty means that the **financial outlook for local government remains extremely challenging** for the foreseeable future. As previously reported to Cabinet, local authorities continue to face a growing gap between funding and service pressures, driven in part by demographic changes, unfunded burdens such as the National Living Wage, and the needs of vulnerable social care users becoming increasingly complex. Children’s services, in both social care and education (particularly the High Needs Block), are also under very significant stress. There is a risk that these pressures increase in the medium-term as a result of additional needs driven by effects of COVID-19 and the associated lockdown.

3.3. The Council approved its 2020-21 Budget and MTFS to 2023-24 on 17 February 2020. This was based on one-year funding allocations for 2020-21 announced at the Spending Round 2019 and ultimately confirmed in the Local Government Settlement in January 2020. As set out in this report, funding for 2021-22 onwards remains a subject of considerable uncertainty. Although there are profound short-term impacts being experienced from the response to COVID-19, it remains to be seen precisely what the medium- and longer-term impact will be, and as such the full implications for the council’s Budget in 2020-21 and beyond remain to be confirmed. However, the pandemic will unquestionably also change the long term shape of some services, in relation to joint working, public expectations, levels of demand, and the underlying cost base. Risks remain that adult social services will incur changed volume and market prices into 2021-22, which are not included within the current budget plans. The key risks are from the cessation of the hospital discharge service arrangements, which are in operation until 31st March 2021. This could mean that above usual volumes and

prices of care, following transition of the NHS funding arrangements, are incurred by the council going forward. In addition, some providers have needed to change their business models to operate services in line with social distancing rules, which will reduce the capacity of some providers and increase unit costs. These additional costs could remain into the next financial year if the pandemic and associated government guidelines continue.

- 3.4. The budget setting principles agreed in July included a proposal that a fundamental review of budget assumptions be completed in September. At this point, a limited number of revisions to the MTFS have been identified, but it remains too early to forecast many elements with confidence. It is highly likely for example that key income sources including council tax (through both the Collection Fund and tax base growth) and business rates will be under significant pressure in 2021-22, requiring revision to planning assumptions. Detailed work is underway with District Council partners to understand the likely Norfolk impacts on both business rates and council tax. At this stage it is appropriate to begin to revise some of the assumptions associated with these elements of the Budget, but it is not yet possible to produce a comprehensive and robust forecast for 2021-22.
- 3.5. Likely impacts on Business Rates continue to include:
- Total business rates collectable will potentially reduce where increased numbers of businesses close (particularly as temporary financial support measures are withdrawn).
 - An increase in the number of properties claiming empty property relief where businesses either cease trading or seek to take advantage of changed working patterns to reduce property costs.
 - Appeals against rateable values may increase where rental values have been impacted.

Likely impacts on council tax continue to include:

- Tax base may not increase as forecast due to suppressed growth in new properties (reduced to 0.5% in latest assumptions, risk of further reduction remains).
 - Council tax support is likely to increase linked to increased levels of unemployment and Universal Credit claims. This will also potentially suppress council tax growth, or may result in a reduction in the tax base.
 - Changes in the council tax collection rate where households have experienced a reduction in income.
- 3.6. In addition to COVID-19 cost pressures, the final employer pay offer for 2020-21 has now been confirmed as 2.75%, compared to the budgetary provision of 2%. This will represent a one-off pressure of approximately £1.9m to be addressed in the current year, as well as an ongoing cost pressure that needs to be incorporated within budget planning. The final pay award level for 2020-21 has now been confirmed following union responses, and it is therefore prudent to make provision for this level of pay award in the MTFS.

3.7. The latest MTFS position is shown in Table 1 of this report, which updates the forecast considered in July 2020 for the latest known issues. **The MTFS now identifies a gap of £129.779m, incorporating a gap of £45.434m for 2021-22.** This will be further updated in the report to October Cabinet and kept under continuous review through the Budget process. Details of the approach to Services developing savings to assist in closing the Budget gap are set out in sections 4-8, and as reported in the July Cabinet paper, ultimately options to close the gap will include:

- Government providing additional funding;
- Corporate / centrally identified savings opportunities including the use of capital receipts to support transformation; and
- Service departments identifying further savings or removing budget pressures.

3.8. The current MTFS position is based on a number of further significant assumptions as set out below:

- 2020-21 funding levels will be broadly maintained (i.e. a further rollover settlement).
- Pay inflation will run at 3% from 2021-22 onwards.
- Non-pay inflation provided for on some budgets being reduced from 2% to 1%.
- Council tax will be increased by 1.99% per year, but with no increase in the ASC precept (this remains subject to both Member decision-making and Government announcements about referendum thresholds annually), helping to address pressures across all front line services including social care.
- Continuation of previous increases in the National Living Wage (NLW). The Government could indicate a more significant increase, without additional funding. Announcements about the April 2020 level were made in January this year. Each 1p rise in the NLW increases the costs of care by £0.200m. Many organisations have lobbied central government to make further increases in the NLW and in particular seek higher increases for care workers. Either would increase costs significantly above the current budget assumptions.
- The tax base will increase by 0.5% in 2021-22 and thereafter by 1% each year to 2023-24 (1.39% growth was forecast for 2020-21).
- Collection Fund surplus is assumed as £3m in 2021-22, £2m 2022-23, and £1.5m 2023-24. This remains an area of significant uncertainty and will be reviewed further in the Autumn.

Table 1: Updated Medium Term Financial Strategy 2021-22 to 2024-25

	2021-22	2022-23	2023-24	2024-25	Total
	£m	£m	£m	£m	£m
<u>Medium Term Financial Strategy 2020-25</u>					
Gap as reported to Cabinet 8 June 2020 (Surplus)/Deficit	38.992	24.500	30.203	24.158	117.852
Reduce Tax Base growth to 0.5%	5.624	2.415	2.566	0.319	10.925
Additional pay inflation 2020-21 of 0.75%	1.984	0.060	0.061	0.063	2.168
Children's transport pressure (+3 days 2021-22)	0.617	0.000	0.000	0.000	0.617
Adults grant assumption changes (2020-21 allocations for Local Reform and Community Voices, Social Care in Prisons, and War Pensions Disregard Grant)	0.005	0.000	0.000	0.000	0.005
Review of non-pay inflation assumptions	-1.788	0.000	0.000	0.000	-1.788
Latest forecast gap position as at 7 September 2020 Cabinet	45.434	26.974	32.830	24.540	129.779

- 3.9. A summary of the cost pressures and savings provided for in the February MTFS analysed by Service was reported to Cabinet in July. As set out in that report, the MTFS includes significant unavoidable ongoing pressures from 2021-22 to reinstate Minimum Revenue Provision (MRP) budgets following the saving delivered over recent years. It should also be noted that the level of pressures included in the Children's Services budget for future years is substantially lower than has been provided for in 2020-21 and this may therefore be a particular area of risk for future cost pressures emerging through the remainder of the 2021-22 budget process. As set out above, the Adult Social Care budget for next year is subject to significant uncertainty particularly in relation to ongoing costs of care that are currently funded by health under the Hospital Discharge Service requirements and market prices affected by Covid-19 measures and national living wage. Further savings will be required to close the identified budget gap in addition to the £23.542m identified in the agreed MTFS. It should be noted that the MTFS already assumes £4.388m of savings from business transformation in 2021-22. This is a challenging target and it remains the case that the scope for any further savings in this area may therefore be limited. A report on the delivery of these business transformation savings is due to be considered by the September meeting of the Corporate Select Committee and will be reflected in a future update to the MTFS.

3.10. Cabinet in July noted that the budget setting principles agreed for 2020-21 could result in the saving targets currently allocated to Services being revised (and potentially materially increased) in September. **It is not currently the view of the Section 151 Officer that savings targets should be revised**, however it will be essential that **Service Departments develop sufficient sustainable savings proposals, to achieve the target level of savings set in July**, and ultimately enable a balanced budget for 2021-22 to be proposed. This judgement is naturally subject to any further Government announcements about financial support for both the current year, and for the medium term as part of the Local Government Settlement for 2021-22, and the way in which the Covid-19 pandemic and associated cost, income and saving pressures continue to develop.

3.11. The savings targets by Department as agreed by Cabinet in July are set out in the table below.

Table 2: Allocation of saving targets 2021-22 to 2024-25

Department	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2021-25 £m	%
Adult Social Services	-17.723	-4.597	-4.628	-4.628	-31.576	46%
Children's Services	-8.782	-2.223	-2.213	-2.213	-15.431	22%
Community and Environmental Services	-8.771	-2.232	-2.207	-2.207	-15.417	22%
Strategy and Governance Department	-0.844	-0.215	-0.213	-0.213	-1.484	2%
Finance and Commercial Services	-1.753	-0.439	-0.430	-0.430	-3.052	4%
Finance General	-1.120	-0.294	-0.309	-0.309	-2.032	3%
Total	-38.992	-10.000	-10.000	-10.000	-68.992	100%

4. Service financial strategy and approach to developing 2021-22 Budget proposals – Adult Social Services

4.1. Financial Strategy

Adult Social Services continues to pursue the Promoting Independence strategy, focussed on delivering six priorities:

- Safeguarding people.
- Strong partners for integrated working.
- Strengthen social work so that it prevents, reduces and delays need.
- Supporting the Social Care market.
- Accelerate the use of technology.
- A positive working culture which promotes people's independence and uses public resources fairly.

4.2. Covid-19 Impact and Context

Covid-19 has caused a seismic and immediate refocus of services, process and planning. The financial consequences of this continue to emerge, but it is having a material impact on the ability to deliver the full level of planned savings in both 2020-21 and 2021-22. Currently, advice still remains to avoid all but emergency visits to care homes and public health advice to avoid transferring people, both mean that much of the previously successful demand management work as part of the Promoting Independence strategy has temporarily stopped. Adult Social Services is working to assess original plans, evolve them where appropriate, and restart areas of change governance where feasibly possible. As a result, alongside the longer term delivery of Promoting Independence, the immediate priority and context for Adult Social Services' financial planning in 2021-22 is the post-pandemic recovery – with services facing unprecedented challenges this year (2020-21) and continued uncertainty – particularly relating to demand, funding and the wider market.

The Covid-19 pandemic has inevitably had a major impact on the provision of support and services to vulnerable adults in Norfolk. The Council continues to support the care market, while recognising that the demand and supply of care services will change in the short, medium and longer term. Options for support for September and beyond are currently being assessed. For some services where future demand is less clear, such as day services, the long term sustainability of the market will be a key issue, and there may also be cost implications for the Council from this. Transport capacity is also creating a pressure and potential emerging cost pressures. For some vulnerable adults, the pandemic has created an escalation in social care needs. Supporting these people, and their families, will continue to be a priority for the Council, and has increased some costs, at least in the short term.

The Covid-19 response has given rise to some opportunities as well through some closer links with health and joint responses around discharge from hospital, but the longer term national plans for intermediate care post discharge is not certain and nationally the story for adult social care is still being written. Sir Simon Stevens has written in the last month to health organisations setting out the phase three plans for the overall health service. As part of this he has signalled the continuation of the hospital discharge services requirements for the remainder of this year, but for only up to the first six weeks of care to be funded by NHSEI from 1 September. In addition there is an expectation from 1 September that previous placements will be assessed and revert back to normal funding arrangements. The council is currently awaiting revised government guidance, but if a transition period is not built in to the changes, this will present a significant cost pressure for the Council. It is also clear that in some areas, where the nature of the supply is changing (for example Day Care), there is a need to understand the financial implications of the changes, how the Council should continue to meet need, and how demand may evolve as a result of new support arrangements. Finally, we need to look at the likely longer term costs for some providers, such as residential care providers and ensure that fees are appropriate but not inflated above genuine Covid-19 related expenditure, such as PPE. Current infection control funding for providers ceases at the end of September and future government support to meet these additional costs will be key.

4.3. Savings development 2021-22

The impact of the Covid-19 response on 2020-21 is therefore affecting decisions for next year and there is a need to be pragmatic about the starting position. In this context, the Service is developing saving proposals under four **new** saving themes as set out below. There will be a need for investment to deliver some of the associated savings in 2021-22.

Savings fall under five main themes.

- **Independence and enabling housing (new)**
Adult Social Services is already working to develop more alternative types of accommodation to give people other choices and more independence. Proposals will look to extend this focusing on making better use of existing accommodation, collaboration with health partners, and putting in place strategic funding arrangements for developing alternative accommodation.
- **Revising the short term out of hospital offer (new)**
Adult social services has historically played a significant role in funding and delivering out of hospital care. New Discharge to Assess guidance, post-COVID, highlights the importance of this for the health and social care system as whole. We want to review what our offer is – as part of a health and social care intermediate care offer. This will allow us to focus more resources on home first services, including greater therapy input, and moving away from reliance on short-term beds.
- **Our commissioned models of care (new)**
We will seek savings from some commissioned services, particularly maximising block contracts and re-shaping those which are no longer value for money. Part of this will include looking at the cost of care, given the significant changes in the market as a result of COVID.
- **Self-direction, prevention and early help (new)**
Our prevention and early help approach has enabled us to achieve significant savings in demand, by preventing, reducing and delaying the need for formal care. We will look to consolidate initiatives, strengthening those which are effective and ceasing some activities if there is duplication.
- **Digital efficiency, value for money (extension)**
We are already delivering significant savings through exploiting digital technology. Proposals will look to extend this, taking up new opportunities to improve productivity and drive out costs.

5. Service financial strategy and approach to developing 2021-22 Budget proposals – Children's Services

5.1. Financial Strategy

The core strategy and transformation approach remains unchanged and Children's Services continues to project benefits from existing schemes and new schemes in the same strategic areas:

1. Inclusion
2. Prevention and Early Intervention
3. Quality of Practice
4. Edge of Care and Alternatives to Care
5. Re-shaping the care and specialist support market

These areas are now supported by a major focus on modernisation, efficiency and opportunities to work differently which will be enabled by technology and the cultural shift that is being accelerated by Covid-19. These include:

- Efficient Processes
- Reduced Travel
- Using Buildings Differently
- Exploiting Technology

5.2. Covid-19 Impact and Context

Covid-19 has had a significant impact on Children's Services. Initially, demand for core statutory services fell by around 40-50%, although this is now returning to normal levels. Numbers of children in care remained fairly stable, albeit with unit costs rising, and some additional costs have been incurred in managing the disrupted care market.

It is very likely that there will be a fairly significant spike in demand in the autumn once schools return – which may translate into higher demand for statutory services and children in care, although this remains highly uncertain.

In a best case scenario, the number of children in care will continue to fall in line with the recent trend – more likely is at least a temporary rise aligned to the surge in demand. Some authorities are projecting a significant rise over an extended period and so this will need to be closely monitored and an additional financial pressure could emerge which is not currently accounted for.

The Service has identified a range of other, less obvious, impacts on demand – including hidden need, trauma, and economic factors. It is hard to know what the experiences of children will have been during lockdown and how that will play out in the medium to longer term. In addition, there has been major disruption to the traded services model, and a review is now underway. Some key external markets are also

under major strain, for example transport, early years, the voluntary sector as well as care.

There are likely to be some opportunities emerging from the Covid-19 response, including:

- The relationship with the school system in particular has been strengthened, creating an opportunity to wrap support around in a preventative way;
- Greater family resilience is being evidenced and family networking is thriving in the current context, and this is an area to build on;
- Increasing responsiveness to meet families' needs at times better for them and professional assessment purposes rather than being constrained by office opening hours;
- The potential to unlock the capacity and budgets normally tied up at the higher tiers;
- Significant opportunity to strengthen recruitment and retention through greater flexible working and opportunity to increase workforce stability;
- In the mental health arena, the crisis has accelerated the move away from the previous clinic-based model;
- Volunteers have come forward in much greater numbers than previously;
- Virtual working is unlocking creative practice and improved relationship and engagement with families and young people that could be included in the overall offer as a "new normal" is established;
- Potential to move 'upstream' together and have more and better 'early help' across cohorts; and
- Partnership working has deepened and accelerated.

5.3. Savings development 2021-22

The impact of Covid-19 is projected to cause delays to the delivery of existing saving plans which will impact on 2021-22 as well as the current year, meaning the Service will need to make up for any potential shortfall on previously planned savings as well as delivering against new targets.

Saving proposals are being developed in line with the themes identified to date and will include expansion of the existing transformation programme in relation to:

- Transforming the care market and creating the capacity that we need
- Alternatives to care
- Prevention, early intervention and effective social care

This represents some continuation of existing programmes and some major new elements such as the "No Wrong Door" model, which is intended to achieve good outcomes at lower long-term cost for the children with the most complex need. The department is continuing to work up new initiatives through the autumn, including potentially a more substantial transformation in relation to children with disabilities –

offering a solution for children who require specialist education, intensive care and who have significant medical needs in an integrated model. That business case is being developed as rapidly as possible.

Proposals also seek to identify areas for efficiency but will require significant support to deliver, for example to drive out the benefits of technology, to enable teams to operate with reduced reliance on buildings, to progress the staff skills agenda. The department is looking to set fairly substantial savings targets in these areas, over and above those to be delivered through the major transformation programme.

The department is also commencing a close internal review of staffing – especially in support and ‘back office’ teams – in an effort to identify non-transformational staff reductions, such as any areas of duplication or where there might be potential for efficiency. This work will take further time to complete and whilst the focus will be upon achieving efficiency without compromising quality and effectiveness of service, there is a risk that the quality and quantity of service that can be provided will reduce to enable the required savings to be delivered in the context of the Council’s very challenging financial circumstances.

6. Service financial strategy and approach to developing 2021-22 Budget proposals – Community and Environmental Services

6.1. Financial Strategy

Community and Environmental Services (CES) has responsibility for the delivery of a wide range of services; there is no hierarchy as each area has a vital role to play in achieving better outcomes for the whole of Norfolk. CES proactively provide information and advice to help people to make better choices that enable them to live fulfilling, independent lives. Teams continue to provide vital services to ensure that residents are safe, both in their own homes and when out and about in the county.

There are large elements of the CES budget where there would be little scope to change or influence (such as capital charges, recycling credits, and concessionary fares), and these are treated as uncontrollable costs for the purposes of seeking savings.

In terms of an overall strategy for developing budget proposals, the broad range of services and outcomes means that a single approach would not be beneficial. Instead, CES is focussing on two general approaches:

- Cost reduction – including through use of new technology and contract renegotiations
- Ways of working – including efficiencies in back office processes and organisational re-design

In previous years, the department has also had a focus on income generation. However, given the current pressures and risks associated with existing income generation targets (as set out in paragraph 6.2) it is not considered prudent for new income generation to be a key strand of the financial strategy for next year.

6.2. Covid-19 Impact and Context

A significant number of staff within CES were redeployed in roles to support the emergency response efforts throughout the county. The service also plays a crucial role in supporting communities and businesses to respond to and recover from the impacts of Covid-19. Key activities have focussed around:

- Supporting Norfolk's businesses and workforce
- Keeping the county moving
- Delivering essential support and supplies to those most in need
- Keeping communities safe, healthy and well

In addition, colleagues in Public Health have continued to carry out significant work to:

- Develop and deliver the Local Outbreak Control Plan
- Deliver local management of outbreaks and contact tracing
- Provide advice on infection control and management
- Media messaging on reducing the risk of infection, reassuring the public and seeking to mitigate the impact of social control measures
- Information and analysis – modelling the likely impact of an epidemic on the population of Norfolk (which started around 10 March, at a very early stage meaning we are now ahead of the curve in terms of epidemiological data and analysis available to plan service capacity)
- Providing mutual aid to Public Health England for infection control

Longer term impacts and potential future budget pressures for CES arising from Covid-19 include:

- Significant work will be needed to support delivery of the Norfolk and Suffolk Economic Recovery Restart Plan, working with New Anglia LEP. A number of projects and measures have been developed to support the Norfolk economy including through advice for businesses, support for the visitor economy, investment in infrastructure and support for individuals to reskill and upskill.
- The department is heavily reliant on generating external income, such as museums admissions income. Given the extended period that services were not able to operate, and new restrictions in the foreseeable future, this will have a significant impact on the income generating activities already built into the budget.
- Higher volumes of residual waste are anticipated due to residents being at home rather than places of work, therefore generating more waste through the kerbside collections.
- Whilst Government have provided support to transport operators, both directly and through the County Council, CES continues to work with operators to ensure there is resilience of the public transport network including home to

school transport. Work is also underway with operators to ensure they have the ability to provide viable services under social distancing measures and through a period where there may be low public confidence in using public transport.

- Increased costs are also expected for the delivery of capital schemes to accommodate safe working practices.
- Some services in the department continue to carry out significant work specifically on Covid-19 response and recovery, in particular the Public Health, Growth and Development and Resilience teams. It is anticipated that there will continue to be a need for significant support from these areas for some time.

6.3. Savings development 2021-22

CES has a very strong track record of securing external income off-setting the cost of service delivery. CES activities are at the heart of communities and further budget reductions will have a significant impact on the ability to continue to generate income and support communities. Some key considerations in relation to saving development are:

- The Fire Service 2020-23 IRMP, agreed by Full Council in March 2020, sets out the budget required for service delivery outcomes including the allocation of resources for the mitigation of risks. It sets out the management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005. Any deviation from this would require public consultation and approval by Full Council.
- The library service provides front line service in communities across the county with critical computer access to a number of users and forms a fundamental part of the Children's Services Early Years offer as well as providing crucial facilities to support individuals seeking employment and to support the social care demand management agenda.
- Whilst the Museum Service is highly successful in securing external funding, it is based on a level of local authority commitment to the Service and further reductions could undermine the relationships with key external funders such as Arts Council England and the National Lottery Heritage Fund.
- Public Health is funded via a ringfenced grant and opportunities are already being taken to use it to fund activities across the wider Council that meet the criteria of the grant.
- Performance and Governance budgets largely provide centralised support to the rest of CES and wider parts of the organisation, these are constantly reviewed for opportunities for efficiencies and in many instances are delivering services at a lower cost than a decentralised model.

CES have historically delivered savings primarily through service efficiencies, cost reduction, management of vacancies and collaboration activities, and will continue to explore all opportunities, although over time this becomes more difficult. The service

will continue to look for opportunities for efficiencies especially through new ways of working as a result of Covid-19.

7. Service financial strategy and approach to developing 2021-22 Budget proposals – Strategy and Governance

7.1. Financial Strategy

The Strategy and Governance department brings together a number of professional services which fulfil different functions, and need to be differentiated in the way they operate and the focus of their advice and support.

The functions provide a **continuum of services** including strategic direction, and resource stewardship as well as support to services, managers and staff.

- A strategic focus - to advise and support the political and managerial leadership of the Council in their strategic approach. At a time when resources are stretched, the organisation is in recovery and there are so many “unknowns” in the financial and government policy space, it is essential to:
 - have the capability to look to the future and anticipate change
 - identify and frame strategic issues for the executive team
 - provide analytical and problem-solving expertise to the executive team and the business units
 - offer **professional leadership** to the organisation in key areas such as strategic communications, intelligence and analytics to drive insights and actions
- A support service focus – to support and enable **transformation change** and seek to drive innovation, as well as operations at departmental and service level. It is important to have capacity to:
 - define transformational solutions to strategic problems
 - implement transformation initiatives
 - provide more responsive internal services to managers and staff, while achieving lower costs through greater use of technology, and simpler and more streamlined processes
- A governance focus – to ensure the organisation is **safe, compliant and governed effectively** and with strategic focus and purpose, with strong stewardship / control systems and processes, joining up across the local government system.
- An **income generating** focus – to create value for NCC through maximising the opportunities provided through public service provision, for genuine fee earning activities which don't deviate from, but enhance, our statutory purpose and core offer.

7.2. Covid-19 Impact and Context

As set out above, services within Strategy and Governance fulfil a key role in supporting the Council to continue to operate in a safe, well-governed and compliant way during the response to the COVID-19 emergency, and have played a key role in supporting the wider organisational response, including:

- Maintaining democratic functions and Member support;
- Ensuring effective communications both internally and with key stakeholders and supporting delivery of key Public Health messaging;
- Providing advice on statutory and regulatory changes arising from the response to the pandemic;
- Maintaining effective HR functions and supporting the wider workforce through a period of radical change;
- Supporting wider organisational capacity and the management of the response to the pandemic.

7.3. Savings development 2021-22

Strategy and Governance provides an integrated set of services that support strategy development, underpinned by insight and analytics, performance management, business planning, HR, communication and engagement with residents and staff delivering critical central services, which drive good governance, change and transformation.

As a consequence, any budget proposals can have significant impact in the bigger service departments.

Strategy and Governance as a whole relies heavily on income particularly Nplaw and Registrars, so proposals to reduce headcount need to balance the loss of fee earners.

Reserves for Strategy and Governance are all committed to supporting Business Transformation.

In this context, saving proposals are being developed which:

- Align to departmental strategy.
- Ensure that we keep the organisation **safe and legal** as **efficiently** and **effectively** as possible.
- **Balance opportunities to maximise income for genuine fee earning services**, against cost savings, without deviating from our core service offering.
- Work to **drive our professional leads model**, in providing support across the organisation to maximise efficiency, and effectiveness.
- Maximise any saving opportunities arising from changed expectations and **working practices** as a result of COVID-19.

8. Service financial strategy and approach to developing 2021-22 Budget proposals – Finance and Commercial Services / Finance General

8.1. Financial Strategy

Finance and Commercial Services provides the capacity to enable the organisation to act swiftly, innovatively and effectively in the context of rapid change. Core departmental priorities include:

- Enhancing financial performance
- Supporting and training service managers
- Effective management of property assets to make best use and maximise the return on investments
- Efficient and effective contract management
- Providing information which supports good decision making
- Reducing the costs of our services whilst improving their effectiveness, utilising new technology and implementing smarter ways of working
- Rolling out technological infrastructure, improving customer service and saving money

8.2. Covid-19 Impact and Context

Services within Financial and Commercial Services deliver essential support functions which have enabled the Council to continue operating during the response to the COVID-19 emergency, and have played a key role in supporting the wider organisational response, including:

- Ensuring safe, effective and appropriate use of property and assets;
- Effective procurement of vital equipment including PPE;
- Provision, development, delivery, and maintenance of effective ICT solutions to enable remote working and organisational resilience;
- Maintaining effective, prompt and secure payment systems, and ensuring appropriate financial control and oversight of decision-making;
- Supporting wider organisational capacity and the management of the response to the pandemic.

8.3. Savings development 2021-22

Savings proposals for 2021-22 are being developed with a focus on:

- Ensuring critical functions and capability are maintained;
- Maximising any opportunities arising from changed expectations and working practices as a result of COVID-19; and

- Protecting the quality of service and level of support provided to front line services and colleagues across the Council.

9. Impact of the Proposal

9.1. This paper sets out further details of the Council's budget planning process for 2021-22, while recognising that significant risks and uncertainties remain. The proposals in this report will:

- set the context for service financial planning for the year to come;
- provide an opportunity for Cabinet to comment on and provide guidance about the development of departmental budget proposals;
- support the Council in continuing its engagement with Government in relation to the Comprehensive Spending Review and Business Rates reform; and
- contribute to the Council setting a balanced budget for 2021-22.

10. Evidence and Reasons for Decision

10.1. The County Council faces an unprecedented financial and public health crisis which has the potential to have significant implications for future budget setting. It will be essential to continue to engage with Government, MPs and other stakeholders to continue to push for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors. It is also important that Government issues guidance on financial planning assumptions, particularly indicative funding allocations for 2021-22, as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's MTFS planning builds on the position agreed in February 2020 and it is important to note that this will need to continue to be updated as more reliable information about cost pressures and funding impacts emerges through the process. Nevertheless, it remains prudent to move forward with planning for savings at the level required to close the underlying gap identified in February 2020.

10.2. The proposals in the report reflect a prudent response to the challenges and uncertainties present in the 2021-22 planning process and will ultimately support the Council to develop a robust budget for the year.

11. Alternative Options

11.1. This report sets out a framework for developing detailed saving proposals for 2020-21 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

11.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Considering alternative approaches to the development of savings from those proposed.
- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.

- Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFs (including the level of council tax) and therefore varying the level of savings sought.

11.3. Final decisions about the overall shape of the 2021-22 Budget, savings, and council tax will not be made until February 2021.

12. Financial Implications

- 12.1. Financial implications are discussed throughout the report. This paper sets out the proposed approach to developing savings proposals to address the targets agreed in July and which will need to be found by each department to contribute to closing the 2021-22 and future year budget gap, subject to formal approval by Full Council in February 2021. The proposals in the paper will require departments to identify further significant savings to be delivered against current budget levels. The scope to achieve savings at the level required may be limited by delivery of the response to COVID-19.
- 12.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, Members could choose to vary the allocation of indicative targets between Directorates, or to establish an alternative approach to identifying savings. Work to deliver additional Government funding could also have an impact on the overall budget gap to be addressed. As a result, the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2021-22 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.
- 12.3. However, the scale of the budget gap and savings required are such that if the Council is required to deliver savings at this level there is a risk that this could result in the Council failing to fulfil its statutory responsibilities. As such the Government's response and decisions about Council funding in 2021-22 will be hugely significant. Government has an opportunity as part of the COVID-19 response to deliver a permanent step change in the recognition of the importance of social care, and to fund local authorities to provide a key contribution as part of the national recovery. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Fundamentally there is a need for a larger quantum of funding to be provided to local government both to meet the immediate pressures of the COVID-19 pandemic, and to provide local authorities with a sustainable level of funding for future years.

13. Resource Implications

13.1. Staff:

There are no direct implications arising from this report although there is a potential that staffing implications may arise linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

13.2. Property:

There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.

13.3. IT:

There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

14. Other Implications**14.1. Legal Implications**

This report forms part of the process that will enable the Council to set a balanced budget for 2021-22 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

14.2. Human Rights implications

No specific human rights implications have been identified.

14.3. Equality Impact Assessment (EqIA)

Any saving proposals with an impact on service delivery will require public consultation and an Equality and Rural Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in February 2021 in order to inform budget recommendations to County Council.

No specific EqIA has been undertaken in respect of this report, although the dynamic EqIA in respect of the Council's response to COVID-19 can be found [here](#).

15. Risk Implications/Assessment

15.1. The ultimate impact and financial cost of the response to the COVID-19 outbreak will be highly dependent on a wide range of factors including the length of time that the pandemic continues, the severity of the impact (both nationally and in Norfolk), the impact of any second wave of infection, and the wider actions taken in response.

15.2. Further (non COVID-19) cost pressures may emerge through the 2021-22 budget setting process, these would increase the gap to be closed. Similarly, central Government funding decisions could have a material impact on the level of the budget gap.

15.3. The ongoing COVID-19 pandemic may continue to impact on the county council's budget setting process in a number of ways, most significantly:

- The council's available resources and capacity to plan robust future year savings while responding to a rapidly changing operating environment;
- The ability to adhere to the proposed process and timetable;

- The need to provide for any immediate or ongoing cost pressures emerging for the council; and
- The medium to long term financial implications including the impact on the wider economy and council tax and business rates base and income.

- 15.4. It will be necessary to operate with some flexibility in response to these and any other issues which may arise during the budget setting process.
- 15.5. As set out elsewhere in the report, the overall gap position will be kept under review throughout the budget setting process to inform changes to the MTFS gap. In the event that any other additional budget pressures for 2021-22 emerge through budget planning (for example as funding reductions, non delivery of savings, or additional pressures in services), it should be noted that there may be a further requirement to revisit the indicative saving targets for 2021-22.
- 15.6. Other significant risks around budget setting are detailed in the 2020-21 budget papers to County Council³, and these will continue to apply in 2021-22. Any saving proposals with an impact on service delivery will require public consultation and an Equality and Rural Impact Assessment of all proposals will need to be completed as part of budget-setting.
- 15.7. There remains considerable uncertainty about reforms to local government finance and any funding changes that will be faced in 2021-22 as reflected in the report. The Norfolk County Council Corporate Risk Register details key financial risks in this area, and all risks associated with COVID-19 are also documented in the Risk Register.

16. Select Committee comments

- 16.1. None.

17. Recommendations

- 17.1. Cabinet considers the recommendations as set out in the Executive Summary.

18. Background Papers

- 18.1. Norfolk County Council Revenue and Capital Budget 2020-21 to 2023-24, County Council 17/02/2020, agenda item 5 ([here](#))
 COVID-19 financial implications for Norfolk County Council, Cabinet 11/05/2020, agenda item 9 ([here](#))
 NCC response to COVID-19, Cabinet 11/05/2020, agenda item 8 ([here](#))
 Strategic and Financial Planning 2021-22, Cabinet 08/06/2020, agenda item 12 ([here](#))

Officer Contact

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³ [Agenda Item 5](#), County Council, 17 February 2020

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Appendix 1: Budget setting timetable 2021-22

Activity	Date
June Cabinet (to consider 2021-22 budget process and timetable, agree allocation of savings required and framework for service planning).	08/06/2020
Scrutiny Committee	23/06/2020
FFR exemplifications to be published by Government	Originally Spring / Summer, now delayed
Treasury Fundamental Business Rates Review	July 2020 to Spring 2021
Comprehensive Spending Review	July 2020 to 24/09/2020
NCC Financial Regulations update	Autumn 2020
Budget Challenge (Corporate Board and portfolio leads to consider proposals at extended Corporate Board / Budget Challenge session)	July 2020 (Round 1) September 2020 (Round 2)
September Cabinet (to review MTFS assumptions, proposed areas for savings, and agree any revisions to 2021-22 budget gap targets)	07/09/2020
Select Committees to consider proposed areas for savings	September 2020
Scrutiny Committee	23/09/2020
October Cabinet (to consider final 2021-22 savings proposals for consultation, and overall budget position. Key decision – agree 2021-22 budget proposals for consultation)	05/10/2020
Scrutiny Committee	21/10/2020
Public consultation on 2021-22 Budget proposals	22/10/2020 to December 2020
Autumn Budget 2020 and Provisional Settlement (5 December Government's target date for provisional Local Government Finance Settlement)	November-December*
Final Settlement	January 2021*
February Cabinet (to recommend 2021-22 Budget and council tax to County Council).	01/02/2021
Scrutiny Committee (scrutiny of 2021-22 budget proposals, consultation and EQIA)	17/02/2021
County Council Budget Setting (to agree final 2021-22 Budget and level of council tax)	22/02/2021

Notes:

- *Dates or activities to be confirmed.
- Additional reports to Cabinet to be presented through the year as required (e.g. in the event of FFR or CSR announcements, or the ongoing COVID-19 response impacting on the planning assumptions).

People and Communities Select Committee

Item No. 11

Report title:	Forward Work Programme
Date of meeting:	18th September 2020
Responsible Cabinet Member:	N/A
Responsible Director:	James Bullion
Executive Summary This report sets out the Forward Work Programme for the Committee. Actions required 1. To review and agree the Forward Work Programme for the Select Committee.	

1. Forward Work Programme

- 1.1. The existing Forward Work Programme for the Select Committee is set out in Appendix A, for the Committee to use to shape future meeting agendas and items for consideration.

2. Financial Implications

- 2.1. None

3. Resource Implications

- 3.1. **Staff:** None.

- 3.2. **Property:** None.

- 3.3. **IT:** None.

4. Other Implications

- 4.1. **Legal Implications:** None.

- 4.2. **Human Rights implications:** None.

- 4.3. **Equality Impact Assessment (EqIA):** N/A.

4.4. **Health and Safety implications:** N/A

4.5. **Sustainability implications:** N/A

4.6. **Any other implications:** None.

5. Actions required

5.1. **1. To review and agree the Forward Work Programme for the Select Committee.**

6. Background Papers

6.1. None

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Appendix A

People and Communities Forward Work Programme

Date	Report	Issues for consideration	Cabinet Member	Exec Director
13 November 2020	Review and update for Carers Charter	<ul style="list-style-type: none"> Update on the progress of the Carers Charter Working Group 	Bill Borrett	James Bullion
	CAMHS	New ways of working overview of Mental Health transformation	Cllr. John Fisher	Sara Tough
29 January 2021	Vulnerable Adolescents/No Wrong Door		Cllr. John Fisher	Sara Tough
	Post 16 – Summary Report		Cllr. John Fisher	Sara Tough
19 March 2021				

Items also to be scheduled:

- The outcomes of reablement