

Scrutiny Committee

Date: **Wednesday 24 April 2024**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership:

Cllr Steve Morpew (Chair)
Cllr Daniel Elmer (Vice-Chair)
Cllr Carl Annison
Cllr Lesley Bambridge
Cllr Phillip Duigan
Cllr John Fisher
Cllr Tom FitzPatrick
Cllr Keith Kiddie

Cllr Mark Kiddle-Morris
Cllr Brian Long
Cllr Ed Maxfield
Cllr Jamie Osborn
Cllr Brian Watkins

Parent Governor Representatives

Vacancy
Vacancy

Church Representatives

Helen Bates
Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Agenda

1. Apologies

2. Minutes

To confirm the minutes of the meeting held on the 20 March 2024.

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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. Public Question Time (15 minutes)

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 on Thursday 18 April 2024**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

5. 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 on Thursday 18 April 2024.**

6. To note that the deadline for calling-in matters, from the Cabinet meeting held on Monday 8 April 2024 was 4pm on Monday 15 April 2024.

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| 7. Adult Social Services Promoting Independence Five Year Strategy
Report from the Interim Executive Director of Adult Social Services | Page 15 |
| 8. Performance Review Panels – Quarterly Update
Report from the Interim Executive Director of Adult Social Services and the Executive Director of Children’s Services. | To follow |
| 9. Update from the Chair of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel | Page 62 |
| 10. Scrutiny Committee Forward Work Programme | Page 68 |

Tom McCabe
Chief Executive
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 16 April 2024



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Norfolk County Council

Scrutiny Committee

**Minutes of the Meeting Held on Wednesday 20 March 2024
at 10am at County Hall Norwich**

Present:

Cllr Steve Morphew (Chair)
Cllr Daniel Elmer (Vice-Chair)
Cllr Carl Annison
Cllr Phillip Duigan
Cllr John Fisher
Cllr Tom FitzPatrick
Cllr Keith Kiddie
Cllr Mark Kiddle-Morris
Cllr Brian Long
Cllr Ed Maxfield
Cllr Jamie Osborn

Substitute Members Present:

Cllr Michael Dalby for Cllr Lesley Bambridge

Also Present:

Lisa Bush	Head of Pollution Strategy, Anglian Water
Grahame Bygrave	Interim Executive Director of Community and Environmental Services
Henry Cator OBE	Chair of the Norfolk Strategic Flooding Alliance
Jonathan Franklin	Strategy, Resourcing, and Intelligence Manager
Kat Hulatt	Director of Legal Services and Monitoring Officer
Cllr Andrew Jamieson	Deputy Leader of the Council
Fiona Johnson	Partnership Manager - Highways
Matthew Moore	Strategic Flood and Partnerships Manager, Anglian Water
Mark Ogden	Flood and Water Manager
Gail Pickles	Head of Spill Strategy, Anglian Water
Peter Randall	Democratic Support and Scrutiny Manager
Rory Sanderson	Environment Agency
Rachael Storr	Environment Agency
Laine Tisdall	Committee Officer
Cllr Eric Vardy	Cabinet Member for Environment and Waste

1 Apologies for Absence

- 1.1 Apologies were received from Cllr Lesley Bambridge (substituted by Cllr Michael Dalby) and Cllr Brian Watkins.

2 Minutes

- 2.1 The minutes of the meetings held on the 25 January 2024 and 14 February 2024 were confirmed as an accurate record of proceedings and signed by the Chair.

3. Declarations of Interest

- 3.1 There were no declarations of interest

4. Public Question Time

- 4.1 No public questions were received

5. Local Member Issues/Questions

- 5.1 No Local Member questions were received.

6 Call In

- 6.1 The Committee noted that there were no call-in items at this meeting

7. Anglian Water: Update on Combined Sewer/Storm Water Overflows

- 7.1 The Committee received the annexed report (7).
- 7.2 The Chair welcomed outside attendees to the Scrutiny Committee. These were as follows:
- Lisa Bush, Matthew Moore, and Gail Pickles from Anglian Water
 - Rory Sanderson and Rachael Storr from the Environment Agency
 - Henry Cator OBE, Chair of the Norfolk Strategic Flooding Alliance (NSFA)
- 7.3 Representatives from Anglian Water introduced the report, which was produced in response to the Committee's request for an update on combined storm water overflows/sewage discharges following the March 2023 meeting of the Scrutiny Committee. The report provided an overview of the issue and an outline of activities carried out by both Anglian Water and the Environment Agency to monitor and prevent sewerage and drainage issues in the 12 months since the previous update to the Committee.
- 7.4 A short presentation from Anglian Water was shown to the Committee, the main points highlighted were as follows:

- Due to recent adverse weather and changes in climate, Combined Sewer Overflows (CSOs) were being stressed in ways for which they were not designed. CSOs were commonly used across the UK and Europe, effectively acting as pressure valves for the combined network. Anglian Water currently managed 1,433 sewer overflows. Use of the CSOs was permitted by the Environment Agency, enabling them to be used in times of heavy rainfall and snow melt. None of Anglian Water's CSOs were deemed unsatisfactory. However, CSOs were one of the main contributing factors towards the recent admission that only 14% of the UK's rivers currently had a good ecological status.
- Anglian Water, in partnership with Severn Trent Water, announced five River Pledges a two years ago. Pledge 1 was a commitment to reducing storm spills by an average of 20 per year by 2025. Pledge 5 related to being transparent as to how infrastructure assets were operating.
- 2022 data illustrated that this was a very dry year for the UK, with the average number of spills across storm overflows being 15. The 2023 data was currently with the Environment Agency but given the current levels of rainfall seen across the country, it was natural to expect the amount of spills to increase once the 2023 data was approved.
- Anglian Water now had 100% coverage in monitoring CSOs. It was planned that in April 2024, real time coverage maps would be launched on their website, which would show when the asset was operating or last operated. This was Phase 1 of the project, with further iterations of the map expected to come on board in the future.
- Data relating to CSO performance in Norfolk during 2022 was shown to the Committee.
- It was hoped to invest £123m worth of improvements into storm overflows during the 2025-30 period. A substantial proportion of this investment would be within Norfolk County Council's area.

7.5 The following points were discussed and noted:

- A Committee Member commented that some residents in rural communities were connected to septic tanks rather than storm overflows, stating that connecting septic tanks to a mains system should be an ultimate goal for any water company. The Committee Member queried if Anglian Water had any plans to increase capacity into the main sewer while also considering the effect of nutrient neutrality in Norfolk. An Anglian Water representative confirmed the company had a plan to connect rural properties onto an Anglian Water system, however it was acknowledged there were some customers who had expressed their preference to retain their septic tanks. The plan would take the form of a rolling programme of works, following guidance issued by the Environment Agency. The Committee Member stated there was a village in his division which had been subject to serious flooding issues; however Anglian Water had advised their connection programme was not due to reach them in the next 10 years. The residents of the village were now investing in their own treatment plants as the septic tanks were no longer fit for purpose and they wished to stop run-off leeching into the River Wissey. An Environment Agency representative commented that other organisations were delivering their own treatment plants across Norfolk along with septic tank conversions. These solutions were considered in terms of nutrient neutrality.

- A Committee Member queried if Anglian Water would prioritise concrete towers or natural wetland systems for stormwater storage, highlighting a wetland system on the River Ingol in the Ingoldisthorpe area of Norfolk which had proven successful. Representatives from Anglian Water commented that the company would always seek to favour green, nature-based solutions over “grey, concrete engineering,” but would take a pragmatic approach towards its asset base. The main aim of the Ingoldisthorpe installation was the removal of phosphate, with the water storage being a useful extra function.
- A Committee Member commented that £200m was being invested on storm overflow improvements as opposed to £800m total investment, asking representatives if this was the maximum level Anglian Water could commit towards infrastructure or simply the required level of investment to maintain the current level. An Anglian Water representative stated that OFWAT would determine whether business plans were viable and if customers could fund them. The current investment was approved as part of the 2019 business plan. It was important for the company to liaise with agencies to get a full picture of the situation.
- A Committee Member queried how much investment was required for Anglian Water to achieve zero spills. Anglian Water representatives commented that the company was part of a nationwide project to reduce spills. Approximately £650bn of investment was required in the UK to achieve zero spills nationally. Investment in new solutions needed to be balanced towards maintenance of legacy systems. A substantial amount of work was required to separate surface water runoff from combined systems. Anglian Water was committed to achieving zero spills, but this was a 25 year ambition.
- The Chair stated that one of Anglian Water’s duties was to turn wastewater into clean water and discharge this back into the environment. The 2020-25 investment programme referred to £800m investment into CSOs. The Chair expressed concern, as Anglian Water served six million customers, meaning the total average investment per customer was small, and asked what level of investment was required per person in Norfolk over the next five years. Anglian Water representatives stated that while the figures were not available in time for this meeting, they could be provided to Scrutiny Committee members afterwards. The 2025-30 business plan was due to be finalised in December 2024, as part of a £9bn overhaul programme. Norfolk had a number of areas affected by spills, therefore part of the programme had to be targeted at sustainable preventative maintenance. A full list of proposals was to be circulated to Committee Members and the NSFA in good time.
- The Chair of the NSFA commented that groundwater levels in the Broads and North Norfolk were substantially higher than average over the winter, resulting in extra water leaking into sewers, with residents left unable to use amenities in their properties. Climate change would likely result in warmer, wetter winters and high groundwater levels being sustained. Anglian Water representatives were asked if there were any solutions that could ensure a better outcome for residents if similar weather was experienced next winter. A representative acknowledged that groundwater levels had posed significant challenges for Anglian Water over the past six months. Gravity sewer systems of the type used in Norfolk were not designed to be open systems to cope with groundwater. Anglian Water planned to follow its infiltration reduction plans, which were approved by

the Environment Agency. It was planned to reduce abstraction rates over the next 12 months in rural areas suffering from high groundwater levels, such as Burnham Market and Grimston. Collaborations between local authorities, water companies and outside agencies was key to securing funding towards smarter drainage solutions, including water storage for potential drought scenarios.

- The Chair of the NSFA stated abstraction licences for farmers had been reduced across the Broads recently and asked Environment Agency representatives what flexibility the agency had to increase abstraction licences and encourage farmers to build more reservoirs. A joined up sustainable system to tackle drought and flood situations would be a prudent futureproofing investment, but there appeared to be no sign of such plans in the pipeline. An Environment Agency representative stated abstraction licences were affected by a change in regulation. Improved water management was key to the situation, as was bringing all affected parties into a meeting to plot a path forward. The Environment Agency was attempting to arrange such a meeting by the end of April 2024.
- A Committee Member asked how Anglian Water planned to achieve its zero spills ambition, noting there was targets to reduce the frequency of spills but not necessarily the volume. An Anglian Water representative acknowledged that while there had been a £169m dividend paid out to shareholders; the company had reinvested £1.1bn into its business. There was a dedicated officer at the company whose role was focused on ensuring Anglian Water reached its zero spill ambition.
- The Vice-Chair stated that while Anglian Water had a zero spill ambition, the company's actual target for 2050 was an average of 10 spills per storm drain. As there were 192 storm drains in Norfolk, this meant that the 25 year target was a maximum of 1,920 spills. The Vice-Chair asked Anglian Water representatives if it was possible to provide specific millstones to reach zero spills, what percentage in reductions was forecast for 2030 and 2040. Anglian Water representatives commented that while the forecasts were not available for this meeting, they could commit to showing the data at future meetings. The 25-year plans were subject to OFWAT approval, with a draft submitted to the regulator who would decide what investments were fair and just for the consumer. Anglian Water had the ability to further invest in solutions using its reserves. Over 100 storm overflow permits had been revoked over the previous 12 months, reducing the number of discharges directly into the environment. Day-to-day activity was ongoing to improve the position. The Chair requested that the forecast data be brought in front of the Scrutiny Committee before OFWAT approved the next five-year investment cycle.
- The Vice-Chair asked what the net reduction of spills would be from the £123m in planned investment into Norfolk. Anglian Water representatives confirmed that while overflows still provided a function, the company was still committed to reducing spills.
- A Committee Member commented that Anglian Water recently invested £3m on a pumping station upgrade between Belton and Bradwell, which helped to mitigate flooding issues in his division. This was a positive development; however concern was expressed that the work was only conducted after a sustained lobbying effort through local media channels. Anglian Water representatives acknowledged there had been communication issues in the past; however the company's Public Engagement Team had expanded to tackle the issue. Over 700 letters had been received from local MPs regarding flooding issues across the Anglian Water region, which had all received a response and action

plans put in place. In addition, Anglian Water had plans in place to invest £50m in two pilot areas within the East of England through its Advanced Water Industry National Environment Programme (A-WINEP). The areas chosen were Great Yarmouth and Southend-on-Sea. The aim of this programme was to remove as much surface water from combined systems while eliminating potential spills and CSOs, which would reduce flooding in the area. Anglian Water acknowledged that the work would likely cost more than £50m. The pilot aimed to attract further investment through grants and the government's Levelling Up fund.

- A Committee Member expressed concern regarding the small percentage of water rates which were reinvested into infrastructure, commenting that the UK introduced sewer management from the 1850s onwards, and while the country used to be at the forefront of technology, the infrastructure was now outdated. Some of the current infrastructure was installed by urban district councils, the last of which were abolished in 1974. The Committee Member stated that Anglian Water's debt level of £7bn+interest was a drag on investment, as revenue was being used to service the debt. Anglian Water representatives stated that the company was in a good position with a strong credit rating. Shareholders were on board with the 25-year strategy. There was a need to ensure the water business was a strong and attractive market for outside investment. Storm overflows were a small but crucial part of Anglian Water's portfolio. The company was committed to its pledge to reach zero spills and confirmed that no additional CSOs would be introduced into the environment.
- A Committee Member expressed concern that the 25-year plan was not ambitious enough, suggesting that a 10-year plan would be more prudent to deliver the required changes given the coming effects of climate change. A representative from Anglian Water commented that the reason for a 25-year plan was to ensure that a long-term strategy could be delivered, whereas a 10-year plan might be undeliverable. The company acknowledged that customers did not want to face increased water bills. Collaborating with agencies in partnership work was key to delivering the pledges within the 25-year plan.
- A Committee Member asked the Chamber what they would like to have seen within the Flood and Water Management Act 2010 to help alleviate the issues currently being seen with CSOs and surface water. An NCC officer stated that the ability and funding to mitigate existing flood risks in communities was key. Schedule 3 of the Act, which had not yet been implemented in England, only related to new developments rather than maintaining existing infrastructure. The ability to replace outdated infrastructure would also be welcomed. An Anglian Water representative stated the Act was largely geared towards coastal and river flooding, with groundwater only briefly mentioned. The ability to give more focus to groundwater issues would be preferable to the current situation.
- A Committee Member commented that sustainable drainage solutions (SuDS) should be considered with every new infrastructure project, Anglian Water stated there was a trial installation of 30 SuDS pods in Grimston, which were designed to blend into the local environment. This was a substantial investment, as there were many longstanding issues with groundwater and CSOs within this area.
- A Committee Member expressed concern regarding the Norwich area, which had the second highest level of spills on record. Water quality was also a pressing issue, as

E.coli had been discovered in the River Wensum, used by residents for swimming and boating activities. The Committee Member asked how Anglian Water would focus investments on areas where the water quality was toxic. An Anglian Water representative commented that river users were considered when interventions were planned. River health and bacteriological status were different factors to be considered. The Committee Member expressed concern, as the current state of rivers in the Norwich area needed to be urgently resolved and not just part of a 25-year strategy. A representative from the Environment Agency commented that river quality was measured through various units, with ecological health being a driving factor. The overall score for each river would factor into remedial work. A considerable proportion of rivers in the UK were not in their optimum condition due to various reasons. The Committee Member suggested that the ecological health of rivers in Norfolk could be looked at in more detail during a future meeting of the Scrutiny Committee.

- A Committee Member queried the total cost of the pilot schemes in Great Yarmouth and Southend. An Anglian Water representative stated that the company only had a rough estimate of the total cost at present. The pilot schemes were devised as a test of partnership work, details of which were provided to the Committee. The Committee Member asked if there was a timeline to roll out the schemes in other areas if the pilots proved successful. Anglian Water representatives expressed hopes that the pilots would pave the way for future installations in other parts of their region. It formed part of their rolling 25-year action plan. Lessons from the Ingoldisthorpe installation had been used on other projects, one of which was a wetland in the South Essex area of Benfleet doubling up as a treatment centre for storm discharge. This installation was a first for the water industry and if successful, Anglian Water would roll out similar schemes on other suitable sites.
- The Chair proposed that a letter be sent to Anglian Water forthwith to reflect on discussions during the meeting. In addition, it was proposed that Anglian Water be invited to another meeting of the Scrutiny Committee later in 2024 for a progress update. This was **AGREED** by the Committee.
- The Chair recommended that Cabinet write to the Secretary of State for Environment, Food and Rural Affairs regarding Schedule 3 of the Flood and Water Management Act 2010. This was **AGREED** by the Committee.

7.6 Having considered the report from Anglian Water and the verbal evidence provided by the Environment Agency, the Scrutiny Committee **RESOLVED** the following:

1. **PROVIDED** feedback and recommendations where appropriate.
2. **DISCUSSED** the potential for future scrutiny activity regarding Anglian Water and **OUTLINED** an expected timetable.
3. **RECOMMEND TO CABINET** that the Leader of the Council and Cabinet Member for Environment and Waste write to the Secretary of State for Environment, Food and Rural Affairs to encourage an expedited implementation of Schedule 3 of the Flood and Water Management Act 2010.

8. Climate Policy for Norfolk County Council

- 8.1 The Scrutiny Committee received the annexed report (8).
- 8.2 The Cabinet Member for Environment and Waste introduced the report. The policy was considered by Cabinet on the 4 March 2024, and it was agreed that it would progress to Full Council via the Scrutiny Committee for inclusion on the County Council's Policy Framework.
- 8.3 The Cabinet Member stated that the UK had made significant progress towards emissions reduction, being the first country to enshrine Net Zero targets into law. Norfolk County Council set out a comprehensive climate strategy in June 2023, resulting in the county being independently ranked 2nd among county councils for its efforts to combat climate change. The Climate Policy restates the Council's countywide vision to align with the national trajectory to reach Net Zero by 2050, committing to a 50% cut in emissions by 2035.
- 8.4 The policy aimed to illustrate that Norfolk was open for green investment, while taking a pragmatic approach towards the county's farming industry, given that Norfolk played a vital role in food production within the UK. In addition, the policy restated the Council's commitment to make its estate reach Net Zero by 2030. There had already been a nearly 60% reduction in NCC's emissions compared to 2016/17 levels, with the Council striving to reach a 90% reduction by 2030, with the remainder being offset to reach Net Zero.
- 8.5 The following points were discussed and noted:
- A Committee Member commented that the proposed amendments to the Council's Environmental Policy referred to "conserving and enhancing the natural beauty of Norfolk", along with "ensuring a clean and plentiful water supply". These were laudable aims; however concern was expressed that there was no mention of The Wash and North Norfolk Marine Partnership, who had identified a number of natural solutions to enhance water quality in the area, given that the North Norfolk Coast was designed as an Area of Outstanding Natural Beauty. The Committee Member asked if it was possible that the policy document could be aligned with the aims of the Council's partners, while ensuring financial prudence for the population of Norfolk. Officers stated that the amendments to the Environmental Policy were limited to ensure there were no contradictions between it and the Climate Policy when both were eventually enshrined in the Council's Policy Framework. The team would aim to match environmental sustainability with financial prudence.
 - The Chair requested that review and expiry dates be included in the policy before it was ratified at the Full Council meeting on the 26 March 2024, as per the Council's constitution. Members discussed broader activity to include these for all policy framework items.

- A Committee Member praised the policy but expressed concern regarding the agricultural sector's contribution to emissions in Norfolk. Due to the significant amount of agricultural land in the county, reaching Net Zero would prove challenging. If Net Zero could not be reached by agriculture, this would place additional strain on other sectors in the local economy to reach Net Zero. The Committee Member asked what was being done by the Council to reduce emissions from the agricultural sector, as it appeared there was little room for targets to be missed. Officers acknowledged that agricultural emissions were higher in Norfolk than other counties, with land use emissions being the second highest in the UK due to the level of food production. However, land use emissions nationally were already considered Net Zero, offsetting Norfolk's contribution. This was balanced on a county by county basis. The Committee Member requested clarification as to how agricultural emissions were being forecast up to 2050. Offsetting emissions sector by sector would result in less headroom in achieving Net Zero across the board. Officers stated that agricultural emissions took into account not only inputs into the land, but also the use of diesel in farming equipment and other agricultural inputs. Agricultural inputs accounted for 20% of Norfolk's emissions, while land use emissions accounted for a further 14%. It was clarified that Norfolk's land use emissions were due to agricultural on its fertile soils rich in organic carbon. In addition, carbon sinks such as forests had to be considered when calculating net land use emissions across the country. Sustainable farming techniques and the use of environmentally friendly equipment would also see a positive effect.
- A Committee Member asked if the modelling within the policy took into account potential changes in people's diets, as eating less meat was considered one of three major driver in reducing emissions, along with decarbonisation of the power grid and reduction in aviation. Less meat production would see a significant reduction in land use emissions. The Committee Member additionally asked what the Council was doing to encourage and support the public to change their way of living, while acknowledging that it would be improper to tell people what they could eat or not. The Cabinet Member stated that with its Net Zero commitments and actions, the Council was effectively acting as an influencer to effect changes in the way people lived in the community. It was acknowledged that approximately 80% of global emissions related to animal agriculture, while the Council would liaise closely with the agricultural sector to effect change in the future. The Committee Member suggested that a report on how Net Zero targets were being met should be brought to a future meeting of the Scrutiny Committee.
- The Vice-Chair commented that the Council needed to focus its influence on sectors such as transport and economic development, where a significant impact could be made towards reducing carbon emissions. It was felt unlikely that Council advice regarding diets would be taken seriously by the population. It was important that a different approach be taken towards the agricultural sector, due to the need to ensure food security in the country along with the opportunities it provided for Norfolk.
- The Chair asked how the Council's Net Zero targets would be measured and if there was a timeline for expected outcomes. An officer confirmed that the Council had a clear target to reduce gross emissions on its own estate by 90% to reach Net Zero by 2030. Government data for local area emissions lag by two years so are limited use in following progress. Guidance was awaited to understand expectations of local area contributions

to meeting the UK's national net zero target. Cambridgeshire County Council is undertaking a pilot, funded by Innovate UK, to establish a framework to help local authorities understand what needed to be done with each sector to reach Net Zero. The Cabinet Member confirmed the policy was due to be reviewed again by Select Committee in Autumn 2024. It was hoped that measurements and outcomes would be clarified by this point. The team had developed Climate Action Plans across three tranches to track delivery of climate initiatives, with timescales built into them. Progress on delivering the tranches would be reviewed by the Infrastructure and Development Select Committee every six to twelve months.

- The Chair requested assurance that departments such as Adult Social Care and Children's Services had their own emissions reduction plans, as there was no reference to them in the report. An officer stated that emissions reduction in these departments would largely be through procurement, as a large quantity of the services were procured. Energy audits had been commissions for some of the Council's residential care providers to see where their emissions lay and whether buildings could be made energy efficient. A general guide for the residential care sector in Norfolk was to be drawn up to build a greater understanding. In addition, the Chief Executive Officer presently chaired a climate board which saw representatives from Adult Social Care and Children's Services regularly attend, along with other departments. This had driven the development of the Climate Policy.
- A Committee Member queried if the Council was ensuring that the electrical grid in Norfolk was fit for purpose. Officers acknowledged that grid capacity was a significant issue to be managed; however there was not a local area energy plan in Norfolk at present. The Council aimed to work alongside the National Grid and UK Power Networks to produce a plan of future grid upgrades to ensure that Net Zero targets were met.

8.6 Having considered the proposed Climate Policy for Norfolk County Council, the Scrutiny Committee **RESOLVED** the following:

1. **PROVIDED** comments and recommendations on the policy where appropriate.
2. **ASKED** officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.

9. Scrutiny Committee Forward Work Programme

- 9.1. The Scrutiny Committee received the annexed report (9), which set out the current forward work plan for the Committee.
- 9.2. Following requests, a report on the Norwich to Tilbury pylons project was to be brought before the May 2024 meeting of the Scrutiny Committee.

9.3 A Task and Finish Group was to be set up to examine domestic violence, following conversations between officers and the Chair. The Chairs of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel (NCCSPSSP), the Police and Crime Panel, and the People and Communities Select Committee would be contacted regarding the proposal, which would involve five members of the Scrutiny Committee and one member each from the other three committees engaging in a day long exercise with partners such as Norfolk Constabulary and Adult Social Services. A report would be compiled for a future meeting of the Scrutiny Committee. In his capacity as Chair of the NCCSPSSP, Cllr Mark Kiddle-Morris suggested that the Chair of the Norfolk Safeguarding Adults Board also be invited to the session. The Vice-Chair expressed concern regarding the potential gender make-up of the Task and Finish Group.

9.4 The Scrutiny Committee **RESOLVED** the following:

- **NOTED** the current forward work programme.
- **DISCUSSED** and **SUGGESTED** items for future inclusion on the forward work plan.

There being no other business, the meeting closed at 12:47

**Cllr Steve Morphew, Chair
Scrutiny Committee**



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Scrutiny Committee

Item No: 7

Report Title: Adult Social Services Promoting Independence Five Year Strategy

Date of Meeting: 24 April 2024

Responsible Cabinet Member: Cllr Alison Thomas (Cabinet Member for Adult Social Care)

Responsible Director: Debbie Bartlett (Interim Executive Director for Adult Social Care)

Executive Summary

The appended report (appendix A) provides members with a copy of the Cabinet paper and associated documents for the Adult Social Services Promoting Independence Five Year Strategy. The policy forms part of the Norfolk County Council Policy Framework, which requires a scrutiny process to take place in accordance with part 11B of the NCC constitution.

Recommendations

The committee is asked to:

1. **Consider the proposed Promoting Independence Five Year Strategy, providing comments and recommendations where appropriate.**
2. **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

1. Background and Purpose

- 1.1 The appended Cabinet paper (Appendix A) provides members of the Scrutiny Committee with a copy of the Adult Social Services Promoting Independence vision and strategy. The strategy sets out the high level goals and ambitions for the service for the next five years, linked to the objectives set out in the County Council Strategy '[Better Together, for Norfolk 2021-25](#)'.

- 1.2 The paper also sets out engagement activity and the governance journey for the Strategy to date, including how feedback from the People and Communities Select Committee has informed development.
- 1.3 At Cabinet on 8 April 2024, members received the appended report and were asked to approve and recommend to Full Council that Norfolk County Council adopt the Promoting Independence Strategy, approving a governance route through to Full Council approval.
- 1.4 The minutes and agreed recommendations from the 8 April 2024 Cabinet Meeting can be found [here](#).
- 1.5 The Scrutiny Committee has a clear role in providing challenge to any refresh or amendment to items that make up the policy framework. This is set out in part 11B of the NCC constitution, alongside guidelines around communication with members and the process leading to Full Council approval. The item must be considered by the Scrutiny Committee in good time, and the Committee are asked to provide a report to the Leader of the Council outlining a summary of discussions and any recommendations put forward by the Scrutiny Committee. The report will be produced by officers based on discussions at the meeting and signed off by the Chair and Vice-Chair of the committee to ensure accuracy. It will include details of any minority views expressed as part of the debate at the Scrutiny Committee. Having considered any report from the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.

2. Recommendations

The committee is asked to:

- 1. Consider the proposed Promoting Independence Five Year Strategy, providing comments and recommendations where appropriate.**
- 2. Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

3. Background Papers

3.1 Appendix A: Cabinet Paper & Appendices: Adult Social Services Promoting Independence Five Year Strategy

Officer Contact

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

Officer name: Peter Randall, Democratic Support and Scrutiny Manager

Telephone no.: 01603 307570

Email: peter.randall@norfolk.gov.uk



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Cabinet

Item No: 10

Report Title: Adult Social Services Promoting Independence Five Year Strategy

Date of Meeting: 08 April 2024

Responsible Cabinet Member: Cllr Alison Thomas (Cabinet Member for Adult Social Care)

Responsible Director: Debbie Bartlett, Executive Director

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 5th March 2024

Executive Summary / Introduction from Cabinet Member

Our Promoting Independence vision and strategy has been effective in driving the overarching goals of Adult Social Services in Norfolk for the last five years and has informed where we need to transform and change.

To continue to improve our services and meet the changing and increasing needs of our residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.

In May, we informed Members of our plans to engage with and listen to Norfolk residents' experiences of adult social care, to better understand both their expectations of social care and what independence really means for them.

This large-scale public engagement exercise ran over the summer and included face-to-face drop-in events, focus groups, workshops with residents, care providers and colleagues, facilitated panels/meetings, and wide-reaching communications with stakeholders and partners. There was also an online questionnaire that could be completed in all formats and a British Sign Language Video. This paper aims to inform Members of the feedback of this programme of widespread engagement.

This paper sets out how we have used this feedback to update our Promoting Independence strategy, link it to activities within the County Council's Annual Plan and show how we are meeting the objectives of Better Together, for Norfolk.

The outcomes from People and Community Select Committee have been used to update the strategy and following the views from Cabinet this will be considered by Full Council for agreement.

Recommendations:

- 1. Endorse the refreshed Promoting Independence Adult Social Services Five Year Strategy and recommend for adoption at Full Council.**

1. Background and Purpose

- 1.1 Since 2016, we have had a clear vision for Adult Social Services in Norfolk: To support people to be independent, well, and able to deal with life's challenges. This has been supported by our Promoting Independence strategy, with three themes: Benefitting from prevention and early help; Becoming, being and staying independent; and Living with multiple or complex needs.
- 1.2 Adult Social Care has the power to transform lives. It enables people to live life to the full, giving back or maintaining independence and control – things we all want in life. It provides care and support, safeguards for those who most need it, and increasingly supports carers who look after families and friends.
- 1.3 We currently support over 20,000 of Norfolk's residents with their care needs. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If we are not, we risk being overwhelmed by demand in the future.
- 1.4 The department has a programme of transformation – Promoting Independence, based around its vision which is “to support people to be independent, resilient and well.” This includes the Connecting Communities Programme that has transformed the way we work and improved outcomes for people in Norfolk.
- 1.5 To continue to improve our services and meet the changing and increasing needs of Norfolk residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.
- 1.6 Improving our preventative offer is fundamental in our vision to prevent, reduce and delay the need for formal care. This work is supported by the existing Promoting Independence Strategy, and programme of transformation within Adult Social Services.

1.7 We started by listening to resident's experiences of adult social care, to better understand their expectations, what independence really means for them, and how our services going forward can help them. To do this, we undertook our biggest public engagement exercise during the summer of 2023.

1.8 The Promoting Independence Strategy forms part of the Policy Framework for Norfolk County Council. Reference Part 5 Full Council – section 1.1.d Adult social care strategy 'Promoting Independence Strategy' Vision, strategy and priorities;. The strategy will be supported by operational delivery plans and enabling strategies.

1.9 As set out in recommendation 1, the Promoting Independence Strategy is to be included as part of the NCC Policy Framework. Adoption of the strategy will therefore require both Full Council approval, and a pre-scrutiny process held in accordance with the procedures and guidance set out in part 11b of the NCC constitution. Cabinet is therefore asked to approve the following governance route for the Promoting Independence Strategy:

Date	Meeting
Monday 8 th April	Cabinet – endorsement of proposed Strategy, and referral to Full Council via the Scrutiny Committee
Wednesday 24 th April	Scrutiny Committee – scrutiny of proposed Strategy.
Tuesday 7 th May	Full Council – the Strategy to be put to Full Council for debate and approval. Full Council will also receive a report from the Scrutiny Committee detailing discussions and associated recommendations.

1.10 A report setting out the plans to engage and seeking input was presented to People and Communities Select Committee in May 2023. Conversations Matter was launched at the Norfolk Show and took place over summer 2023. A draft of the strategy was taken again to People and Communities Select Committee in January 2024.

2. Refresh of the Promoting Independence Strategy

2.1 We have a vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.

2.2 To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act which aims to prevent, reduce and delay the demand for social care. This doesn't mean we only provide the statutory minimum for residents.

It helps us manage demand, finances, and plan for our long-term future.

2.3 Over the past 5 years, we have changed the way we work to improve the services we offer and try to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people being discharged from hospital or regaining independence after being unwell and investing in technology which helps people stay in their own homes. It includes supporting young learning disabled and autistic adults with to be independent and have the same opportunity as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness. It also includes our two ambitious housing specialist housing programmes.

2.4 For the next 5 years, we need to continue working in this way, with a focus on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, voluntary sector, as well as care providers and residents, to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.

2.5 To find out what matters most to people and understand how we can improve our services, we spoke to hundreds of residents and partners from across Norfolk. This strategy has been developed based on that feedback and other inputs such as national policy, key activities identified through the Council's Annual Plan, and departmental plans and strategies, we refreshed the Promoting Independence Strategy in **Appendix A1 and the supporting infographic Appendix A2.**

2.6 The Strategy is built around our three core ambitions we wish to focus on as priorities over the next five years. Our priorities are:

2.7 **Priority 1** – Benefiting from prevention and early help. Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future. This priority shows how we help residents stay well and independent in the place they call home.

2.8 **Priority 2** - Becoming, being, and staying independent. Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them. This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

2.9 Priority 3 – Living with Complex Needs. Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need. This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



3. Implementation and reporting the Strategy

- 3.1 We want to launch the strategy following Cabinet and Full Council endorsement with some public events to showcase our services and how the feedback has been used. Also, to thank and include the people and stakeholders who participated in the engagement.
- 3.2 The strategy will be available in multiple formats (including British Sign Language videos, easy read, large print, Braille and different languages).
- 3.3 The Promoting Independence strategy is an important document that sits within the Policy Framework and is a vital document which outlines the priorities of Adult Social Services and will set the strategic direction and priorities of the department for the next five years.
- 3.4 A formal launch of the strategy is planned to take place. The delivery plans and activities that will support the implementation of the ambitions and the objectives of the strategy will be monitored as part of the Adult Social Service performance reviews. This is a five-year strategy and vision and will be supported by through a programme of delivery within the department with consideration to our priorities and resource.

3.5 Measuring the success of the implementation of the strategy will be through the operational annual service planning process. Working with our Information and Analytic colleagues to regularly monitor the progress of the Strategy against the high-level outcomes described in the strategy using our ASCOF measures and Vital Signs. Reporting on progress towards the goals of the strategy will form part of the routine cycle of reporting to members.

4. Evidence and Reasons for Decision

4.1 The Promoting Independence Strategy sets out the core ambitions of Adult Social Services for the next five years, based on the recognition that helping people live independently allows individuals to live healthier, more fulfilling lives.

4.2 Adult Social Services has had a long-standing, transformation programme based on its Promoting Independence vision with the focus of that being on Living Well, strengths based social work; housing; enablement model for Learning Disabilities; improving digital efficiency; expanding reablement in the community and for those leaving hospital. We are committed to continuing this work to ensure we provide support to people who need it and reforming our services to meet current and future challenges.

4.3 The feedback we received from our engagement was rich and diverse. From the analysis of this, six common themes emerged:

1) People would like to understand more about the services we provide -

Some of our residents feel they have a limited understanding of what Adult Social Services is. Advertising and promotion would help to address this, alongside working in partnership with residents and communities. It would be really helpful to some of our service users to have a greater understanding of what our Social Workers do and services they provide.

2) To ensure information is easy to find. Information can sometimes feel difficult to find. People would like to know how to access our services. Residents would like information and signposting in different formats and based more in the community. This should include advice on health, community groups, employment and volunteering opportunities, and the services we offer. Residents want to be able to access information and support as early as possible to avoid their issues or concerns getting worse.

3) Be consistent in the way we communicate with people - The way we communicate with people is really important. Residents would like clear, consistent and accessible information delivered promptly by empathetic and experienced staff with good listening skills. For people with additional needs this should be available in whatever format they need, including in British Sign Language, Braille, different languages, and easy read.

5) People with sensory support sometimes feel said they would like more support accessing information - How we support people who have different communication and support needs (for example D/deaf, deafblind, visually or hearing impaired, autistic people, and people with learning disabilities) is very important and should be equitable and easy to access. We want all our information should be accessible to all communities.

Encouraging people to help us co-produce our services is a brilliant way of ensuring we are meeting people's needs and expectations. We need to be honest and transparent about what is available and achievable.

ambitious

necessary helpful respectful appropriate encouraging visionary challenging focused possible inclusive important needed unattainable empowering awareness commendable isolated compassionate understanding insufficient thoughtful promising reassuring enabling funding vague underfunded flexible practical inspiring sustainable realistic easy housing excellent useful impossible ideal comprehensive unachievable impractical wishful thinking preventative correct limited good unlikely expensive obvious dubious unrealistic

5.1 The refresh of the Strategy is based on the feedback from Norfolk residents following a significant engagement process. The strategy is focused on continuing to promote independence that improves outcomes for people. No alternative option to this strategy is proposed.

24

- 6.1 The ambitions of the strategy are building on the ambitions of Norfolk County Council that focus on improving the outcomes of people in Norfolk. Ensuring that Norfolk residents have access to right type of support at the right time, will not only reduce cost pressures but will improve outcomes for residents in Norfolk. The implementation of the new strategy will be taken forward based on the budget allocation of Adult Social Services Department.

7. Resource Implications

- 7.1 **Staff:** We will require support to design the final Promoting Independence strategy and to create the various formats needed to meet the needs of our residents. This may be met by internal staff or commissioned externally.

- 7.2 **Property: No Implications**

- 7.3 **IT: No Implications**

8. Other Implications

- 8.1 **Legal Implications:** The Promoting Independence strategy is an important document that sits within the Policy Framework and is a vital document which outlines the priorities of Adult Social Services and will set the strategic direction and priorities of the department for the next five years.

- 8.2 **Human Rights Implications: No Implications**

- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions. This is called the 'Public Sector Equality Duty'. The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed. The full Equality Impact Assessment is included in **Appendix B**

- 8.4 **Data Protection Impact Assessments (DPIA):** Any work undertaken to implement the strategy will be required to comply with the Council's policies, and we will continue to work with our Data Compliance team to ensure good practice in all areas.

- 8.5 **Health and Safety implications (where appropriate): No implications**

- 8.6 **Sustainability implications (where appropriate): No implications**

8.7 Any Other Implications: No implications

9. Risk Implications / Assessment

- 9.1 The Council is operating in a challenging economic environment. The financial constraints to the budget in Adult Social Care and the difficulties in attracting social work and care staff will challenge the delivery of the Strategy over the coming years.

10. Select Committee Comments

- 10.1 A report was taken to People and Communities Select Committee in January 2024 to help shape the strategy following the summer engagement. There was a concern around the shortage of GP's and getting an appointment with a Dr and the lack in care staff this was acknowledged in a complex care and health system and the need to provide a system response and work closely and in partnership with the ICB.
- 10.2 Select Committee felt that the report identified how complex Adult Social Services and Promoting Independence can be. There was a request to make things as plain English and understandable as possible.
- 10.3 Committee were pleased that Co-production would remain a high priority.
- 10.4 Committee emphasised that the Workforce Strategy is really important to ensuring we have enough staff to support our priorities.

11. Recommendations

- 1. Endorse the refreshed Promoting Independence Adult Social Services Five Year Strategy and recommend for adoption at Full Council.**

12. Background Papers

- 12.1 Promoting Independence Adult Social Services Five Year Strategy
- 12.2 Summer Engagement Infographic

Officer Contact

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

Officer name: Claire Sullivan
Telephone no.: 01603 222319
Email: claire.sullivan2@norfolk.gov.uk



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Promoting 
Independence

Promoting Independence Strategy

Adult Social Services

Supporting people to be independent,
well, and able to deal with life's challenges.

2024 – 2029



Norfolk County Council

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Introduction.

Councillor Alison Thomas.

Adult Social Services is vital to supporting people in our community who need a little, or a lot, of help to continue living well and it's a commitment I take very seriously.

At a national level, there are funding challenges and recruitment struggles across the social care workforce. In Norfolk we face a higher ageing population as more young people continue to leave the county.

We must consistently meet the changing needs of our residents, and this strategy outlines how we will meet our vision aimed at, supporting people to be independent, live well and to be able to deal with life's challenges.

In developing this strategy, we spoke to a cross-section of people about what they would like, and need, from Adult Social Services in the coming years. Many also shared their personal experiences and I want to thank each and everyone who took part to help shape our priorities. Your input is invaluable.

Although a lot has already been accomplished, we know there is always more work to be done. This strategy reinforces that people in Norfolk are at the heart of our work, we want to empower them to stay safely and happily in the place they call home for as long as possible, while knowing we are there to provide support and help when they need it most.

Thank you,



Councillor Alison Thomas
Norfolk County Council



Our county.

Norfolk is home to nearly a million residents living in one of seven districts: Breckland, Broadland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk, Norwich, and South Norfolk. We have a diverse geography spanning rural, urban, and coastal areas.

Our population is generally older than the rest of the country, with the average life expectancy consistently higher than the national average (around 80 years for men and 84 years for women). But the average number of years Norfolk residents can expect to live in good health is between 63 and 64 years. This means the time we spend in ill health is getting longer. This will increase demand on our health and care services, including how we recruit staff and prepare for the future.

1 in 4

residents are over
65 years old

**Most people over
the age of 65 live
in rural areas**

(19% vs 22%
living in urban areas)

16%

of Households live
in fuel poverty

Our environment is linked to our health across our lifetime. Over 140,000 people live in areas categorised as the most deprived 20% in England. People who live in these areas are more likely to have worse health outcomes, be admitted to hospital in an emergency, and die earlier. Our more affluent areas are often the most rural with the highest number of people over the age of 65, making access to services and support often difficult.

In Norfolk, the day-to-day activities of 1 in 5 people are limited by their health or disability. We have a higher number of people with Dementia than the rest of England, which is expected to increase by 25% by 2030. Ongoing care and support needs often mean people need help with everyday living, such as personal care, and their families need support too.

Much of the care and support provided is by unpaid carers, families and friends. There are 114,000 carers across Norfolk who provide unpaid care and support for a friend or family member who cannot cope without their support, due to illness, disability, a mental health problem or an addiction. People who look after friends and family can often be struggling with their own health needs, working commitments, and personal lives and part of our work will be to look at how we can provide people with more support.

By 2024
our population is expected
to grow by about

116,500 people

Largest growth is
expected in older age
groups, with those aged
65+ increasing by

95,000

33%

of residents are disabled or
have work-limiting disability,
compared to 29% in England

Adult Social Services in Norfolk.

Norfolk is a fantastic county in which to work, live and grow old, but we also know there are significant challenges.

To meet the aspirations and needs of our residents, our aim and ambition is to create a service that is fit for the future - one that is focused on prevention and early help, rather than one that responds to demand and crisis. Our goal is to offer a service that our residents deserve and, by working together, we will achieve it.

Over the past 5 years, we have seen more people coming to us for support. This includes people living at home and people discharged from hospital who need support to be able to continue to live independently.

We have changed the way we work to improve the services we offer and to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people leaving hospital or who need to regain independence after being unwell, and investing in technology which helps people stay in their own homes.

It also includes supporting young disabled and autistic adults to be independent and have the same opportunities as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness.

We have not been able to keep pace with the increase in people asking for help, and many people are having to wait too long for us to assess their needs and find the right support.

Pressures in the NHS also mean more demand for Adult Social Care, as people need to be discharged from hospital safely. With over 1,400 vacancies in our care sector and care providers struggling to recruit, there is less care available for people. People who receive care and support in residential and nursing homes need higher levels of care, with staff needing more skills and training to provide good quality, safe care. We know that care quality is an issue in Norfolk, with only 71% of care providers rated as 'good' or 'outstanding' by the Care Quality Commission.

Over the next few years, we estimate that people over 75-years-old will need around 15,000 residential and nursing beds and more than 6,000 specialist housing units. We want to develop more appropriate housing options that promote independence and shape the market to increase provision of nursing and enhanced residential care.

We are seeing an increase in demand for services alongside a challenging financial environment. Therefore, we must be ambitious and forward-looking in how we meet these needs in a sustainable way. If not, we risk being overwhelmed by demand in the future.

Better Together, for Norfolk.

This Promoting Independence strategy is at the core of Norfolk County Council's strategic plan – 'Better Together, for Norfolk.' This ambitious plan aims for the county to be a place where we put people first and where everyone works together to create a better place to live.

The vision for Better Together, for Norfolk

In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary place in which to spend a lifetime.

1. We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.
2. We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills, training and infrastructure.
3. We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved.

Our vision is underpinned by 5 key priorities to enable:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

To support people to be independent, well, and able to deal with life's challenges, we need to work across the whole council and with our partners in the community. By improving educational outcomes, growing skills, helping to create good quality jobs, and putting in place affordable housing and the appropriate infrastructure, we will improve the life-chances of our residents and strengthen our economy.

This is why the Promoting Independence strategy is so important to the whole of Norfolk County Council and shaping how we work together.



Promoting Independence: Our vision for Norfolk.

We have an important vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.

To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act, which aims to prevent, reduce and delay the demand for social care. This means we don't just provide the statutory minimum for our residents; we also continuously look for ways to support people before they face a crisis.

Our strategy outlines our choices of how we will do that into the future, based on what you have told us is important. And through those choices, this strategy will also help us manage the demand for our services, our finances, and plan for our long-term future.

Over the past 5 years, we have changed the way we work to meet the growing demand for our services, and also to improve those services we offer. We have done this by growing our workforce and improving our skills, by investing in short-term support for people leaving hospital or who have been unwell, and by using technology to help people stay in their own homes.

For the next 5 years, we will continue working in this way, focusing more on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, the voluntary sector, care providers and residents to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want access to training, learning and employment and people who want support at home which fits their lives.

We have spoken to hundreds of residents and partners from across Norfolk to find out what matters most to them and to understand how we can improve our services. This strategy has been developed based on that feedback and what people in Norfolk have told us.





What the people of Norfolk told us.

People would like to understand more about the services we provide.

Some of our residents feel they have a limited understanding of what Adult Social Services is. Advertising and promotion would help to address this, alongside working in partnership with residents and communities. It would be really helpful to some of our service users to have a greater understanding of what our Social Workers do and the services they provide.

To ensure information is easy to find.

Information can sometimes feel difficult to find. People would like to know how to access our services. Residents would like information and signposting in different formats and based more in the community. This should include advice on health, community groups, employment and volunteering opportunities, and the services we offer. Residents want to be able to access information and support as early as possible to avoid their issues or concerns getting worse.

Be consistent in the way we communicate with people.

The way we communicate with people is really important. Residents would like clear, consistent and accessible information delivered promptly by empathetic and experienced staff with good listening skills. For people with additional needs this should be available in whatever format they need, including in British Sign Language, Braille, different languages, and easy read.

People who look after friends and family said they would like more support in some areas.

Some people felt that they would like more support with long-term care and contingency planning, as well as adaptable, flexible and reliable respite services. Some people who look after friends and family struggle with their health and wellbeing. We want to continue to acknowledge and support their well-being.

People with sensory support sometimes feel that they would like more support accessing information.

How we support people who have different communication and support needs (for example D/deaf, deafblind, visually or hearing impaired, autistic people, and people with learning disabilities) is very important and should be equitable and easy to access. We want all our information to be accessible to all communities.

Co-production and engagement should continue be a priority.

We regularly engage with residents, communities, partners and organisations to help develop and adapt our services. People are eager to get involved to share their ideas and experiences, but they want to know how we use their feedback and what difference this has made.

Encouraging people to help us co-produce our services is a brilliant way of ensuring we are meeting people's needs and expectations. We need to be honest and transparent about what is available and achievable and work within our Real Care Deal.

Promoting Independence: Our strategy for Norfolk.

From what residents told us, we have updated our priorities and what we think you should expect from Adult Social Services in Norfolk over the next five years. We want to be ambitious and transform the way we deliver our services.

Our priorities are:

Benefiting from prevention and early help

- How we help people stay well and independent in the place they call home.

Becoming, being, and staying independent

- How we are effective and provide support for people to live independently, avoid losing independence, and where possible gain it back.

Living with multiple and complex needs

- How we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



Benefiting from prevention and early help.

Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future.

This priority shows how we help residents stay well and independent in the place they call home.

What you can expect from us

Easy to find information about your health and wellbeing, finances, employment, and housing, to help you plan for your future. These will be in a range of styles and formats, including British Sign Language and Braille, with clear ways you can use our services

Targeted advice for the most vulnerable and isolated

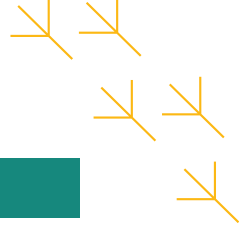
Finding people who may benefit from early help, through community hubs and spaces

Connections to a range of help and support which encourages your independence and offers you choice – everything from gardening to residential care, volunteering or a buddy

If you have a disability, help to find housing, social activities, and employment by listening to you and working with you, your family, and carer

Carers to have identification and support to improve your health and wellbeing, access assessments, and help you plan for your future

People who look after friends and family are able to plan for the long-term with flexible support and a focus on their needs and those of the person you support.



What we are going to do

Improve information and advice to make it more user-friendly and accessible, helping people to navigate the care system and understand the options available to them

Trial new ways of working with technology and assistive technology to enable staff to use their time more efficiently

Proactively reach out to people who might benefit from assistive technology

Provide digital self-service processes, providing help and support for those who are digitally excluded

Making information and advice easier to access and simpler to use so carers can find out about information available

Understand the Carer experience and make sure our practice reflects that
Improve our website to ensure the right information is available for people when they need it most including self-assessment

Support young disabled and autistic adults to be independent and have the same opportunities as everyone else in society, such as their own home and a paid job

How we will know we are successful

Residents know what services we offer, how they can access them and contact us when they need to

Our information and advice is easy to find and available in the way that is needed, when it is needed, to avoid issues or concerns getting worse

Our website reflects new ways of working and has clear and simple guides on how to complete self-assessments and supported self-assessment

Practitioners feel they use their time most efficiently to provide the best service to those who need it most at the time they need it

Increased number of people receiving Care Act assessments with reduced delays in the assessment and review processes

People who look after friends and family will feel supported by Norfolk County Council and will feel supported to tell us how they feel.

Becoming, being, and staying independent.

Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them.

This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

What you can expect from us

A range of housing options, including for younger people, to help prepare you for living independently, or whatever solution best meets your needs, and helping you understand what is available

Community and voluntary groups who can keep you connected to people and find you support.

Help for you to re-gain confidence and independence after a fall or being ill

Types of adaptations, technology and equipment for people who want to stay in their own home but who need a little extra help— like handrails or community alarms

Help in your home which is planned with a focus on you and your needs
Support to live independently, including managing money and cooking, finding activities and support to go out and about, including from voluntary and community services

Support for carer's health, wellbeing, and lives, including putting in support so you can go to medical appointments, work and socialise

Clear information about carer's rights and what services are available to you locally, including linking young carers to employment and education support



What we are going to do

Create flexible and diverse ways to use community resources to personalise care

Ensure consistent access to care and support across the county

Work alongside our voluntary partners to utilise and promote services, build their resilience, and support local communities

Implement and expand proactive interventions using digital technology to support people to stay independent for longer

Build on our Independent Living and Supported Living Housing Programmes

Listen to what people who look after friends and family need from us and give our practitioners the tools and information they need to support them

Provide reablement services to ensure people get the right support in their own homes to support them be more independent

Develop more appropriate housing options that promote independence and shape the market to increase provision of nursing and enhanced residential care

How we will know we are successful

Reduced number of permanent admissions to residential and nursing care, and those who need long-term care

Where needed, an increased number of enhanced residential and nursing care beds available across the county

Feedback will tell us where we need to improve services and where we are performing well

People feel supported by Adult Social Services and feel they get the right support at the right time

People in all areas of the county have timely access to home care housing that promotes independent living options

Living with multiple or complex needs.

Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need.

This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.

What you can expect from us

Support to organise and arrange your care, including employing personal assistants and helping you with funding if you are eligible

More availability of specially adapted and accessible homes
– with care and support nearby

Trained staff who listen to you, your family and support network, and build a plan around your needs

Someone to help you express your views and what matters to you if you need support

A funding process which is easy to understand and clear

Access to, and choice of, good quality and appropriate residential, nursing, home, day, and respite care

Reliable, suitable, and flexible respite for you and the person you care for, so you can have a break and attend appointments or support groups

Early and flexible emergency and long-term planning and support to prevent crisis



What we are going to do

Continue to identify how we can improve quality and performance in our services

Support the care market and care providers to improve the quality and availability of care, and take action when failures arise

Proactively find ways to provide services where there are gaps
(day services, hub support, respite facilities)

Expand the opportunities available for respite

Support an increase in good quality nursing and enhanced residential care provision in areas where it is needed

Improving access to information so it is clear, in different formats and understandable in particular around funding and eligibility

Improving access to information so it is clear, in different formats and understandable in particular around funding and eligibility

How we will know we are successful

People who use our services, their family, and carers are the focus of their care planning, both in an emergency and the long-term

Reduced waiting list numbers

Residents feel that they have choices and are supported to make decisions

Overall satisfaction of people who use our services

An increased number of care providers rated good or outstanding

Providers feel we engage with them and that their voices are heard

Framework for Success.

Every year we measure how well our services meet the needs of our residents by using a set of national standards. These are called the Adult Social Care Outcomes Framework (ASCOF). The ASCOF sets outcomes-based priorities for care and support, focused on key objectives for people who use Adult Social Services.

We will also use Vital Signs and other tailored measures to help us measure success.



Benefiting from prevention and early help.

What are we going to do	Measurement of success
Residents know what services we offer, how they can access them and contact us when they need to	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Our information and advice is easy to find and available in the way that is needed, when it is needed, to avoid issues or concerns getting worse	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Our website reflects new ways of working and has clear and simple guides on how to complete self-assessments and supported self-assessment	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Practitioners feel they use their time most efficiently to provide the best service to those who need it most at the time they need it	▶ Measured through Norfolk County Council's Annual Staff Survey Vital Sign: Timeliness of risk management within the holding list Measure: Percentage of new people waiting for an assessment for more than three weeks
Increased number of people receiving Care Act assessments with reduced delays in the assessment and review processes	▶ ASCOF Measures 1E: overall satisfaction of carers with social services (for them and for the person they care for)
People who look after friends and family will feel supported by Norfolk County Council and will feel supported to tell us how they feel	▶ ASCOF Measure 3B: the proportion of carers who report that they have been involved in discussions about the person they care for

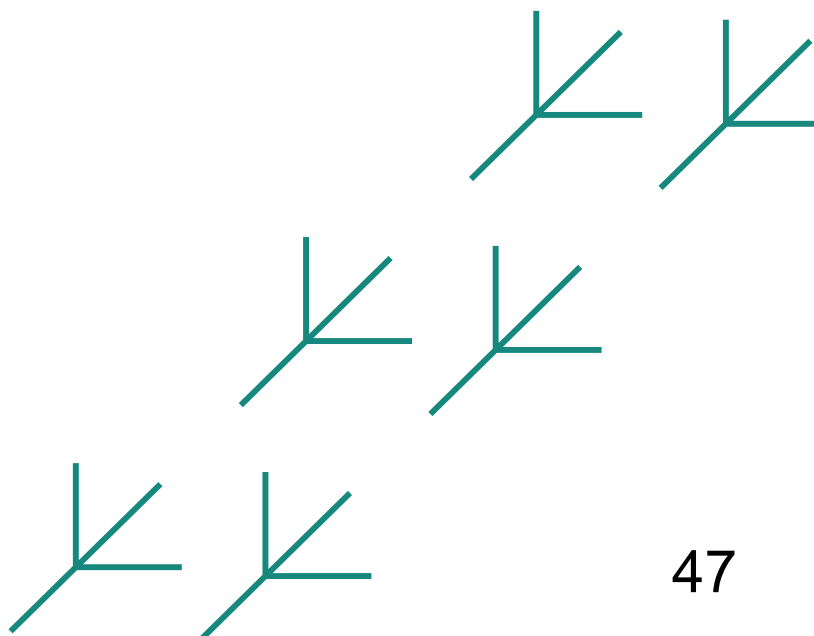
Becoming, being, and staying independent.

What are we going to do	Measurement of success
Reduced number of permanent admissions to residential and nursing care, and those who need long-term care	▶ ASCOF Measure 2C: the number of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Where needed, an increased number of enhanced residential and nursing care beds available across the county	▶ Measure: Number of enhanced residential and nursing beds in the county
Feedback will tell us where we need to improve services and where we are performing well	▶ ASCOF measure 1D: overall satisfaction of people who use services with their care and support
People feel supported by Adult Social Services and feel they get the right support at the right time	▶ ASCOF Measure 4A: the proportion of people who use services who feel safe ASCOF measure 1D: overall satisfaction of people who use services with their care and support
People in all areas of the county have timely access to home care	▶ Measure: Number of people on the Interim Care List
Housing that promotes independent living options	▶ ASCOF Measure 3A: the proportion of people who use services who report having control over their daily life Measure in development: number of people in independent living options

Living with Multiple or Complex Needs.

What are we going to do	Measurement of success
People who use our services, their family and carers are the focus of their care planning, both in an emergency and the long-term	Vital Sign: Maximised independence for those who draw on services
Reduced waiting list numbers	Vital Sign: Timeliness of risk management within the holding list
Residents feel that they have choices and are supported to make decisions	ASCOF Measure 3A: the proportion of people who use services who report having control over their daily life
Overall satisfaction of people who use our services	ASCOF Measure 3A: Overall satisfaction of people who use services with their care and support
An increased number of care providers rated good or outstanding	Vital Sign: Quality of the market
Providers feel we engage with them and that their voices are heard	Measure: Feedback to be gathered via NORCA

Promoting Independence





Conversations Matter

What we did

We spoke to hundreds of people about adult social care, what independence means to them and how we can best support them.

We asked people what they thought about our three strategic themes: prevention and early help; being and staying independent for longer and supporting people living with complex needs.

"To be independent is to be able to live your life well in the community or in residential care."

How many responded



359 people answered our survey



21 focus groups were run by our partners, with more than **120** participants



We held **20** face to face events



We had **86** postcard responses

Who responded



Most were women and white British



41% had a disability or health issue



A **quarter** were carers



Almost half (**47%**) were aged 55-57

What we found



Most people (more than **80%**) agreed with our vision and three strategic themes.

[Independence means] *"living my life like everybody else, making my own decisions and choices, only asking for help when needed."*

To achieve our vision, people said we needed to:

- ensure we have enough adequately paid and trained carers and staff
- support access to the wide range of services people need
- ensure funding is in place to pay for services/care
- improve signposting
- improve communication
- ensure NCC is run efficiently and empathetically
- Improve the type of housing available

"Hopeful" - the word used most frequently to describe the vision and themes.





Equality impact assessment (EqIA) template

1. Title of EqIA

Promoting Independence Adult Social Services Strategy

2. What is the aim of the proposal? (max. 250 words)

Since 2016, we have had a clear vision for Adult Social Services in Norfolk to support people to be independent, well, and able to deal with life's challenges. This has been supported by our Promoting Independence strategy, with three themes: Benefitting from prevention and early help; Becoming, being and staying independent; and Living with multiple or complex needs.

Adult Social Care has the power to transform lives. It enables people to live life to the full, giving back or maintaining independence and control – things we all want in life. It provides care and support, safeguards for those who most need it, and increasingly supports carers who look after families and friends.

We currently support in excess of 20,000 of Norfolk's residents with their care needs. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If we are not, we risk being overwhelmed by demand in the future.

The department has a programme of transformation – Promoting Independence, based around its vision which is “to support people to be independent, resilient and well.” This includes the Connecting Communities Programme that has transformed the way we work and improved outcomes for people in Norfolk.

To continue to improve our services and meet the changing and increasing needs of Norfolk residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.

Improving our preventative offer is fundamental in our vision to prevent, reduce and delay the need for formal care. This work is supported by the existing Promoting Independence Strategy, and programme of transformation within Adult Social Services.

We started by listening to resident's experiences of adult social care, to better understand their expectations, what independence really means for them, and how our services going forward can help them. To do this, we undertook our biggest public engagement exercise during the summer of 2023.



The outcome of this engagement exercise was to refresh our Promoting Independence Strategy for Norfolk.

3. Context to the proposal

The Promoting Independence Strategy forms part of the Policy Framework for Norfolk County Council. Reference Part 5 Full Council – section 1.1.d Adult social care strategy ‘Promoting Independence Strategy’ Vision, strategy and priorities’

4. Who will the proposal impact on?

☐ Everyone in Norfolk

☒ A particular group or cohort of people - please state who they are:

[Adults in Norfolk who may already use Adult Social Services or may do in the future](#)

☐ Employees

☐ External organisations

☐ Other - Please state if anyone else will be affected:

[Click or tap here to enter text.](#)

5. The numbers of people affected

Over the past year, we have:

- Spent £1.5 million per day on care services for adults, where we have:
- Received 137,000 requests for support with care.
- Reduced our backlog of people awaiting full care following hospital by 93%
- Supported 11,000 people home from hospital

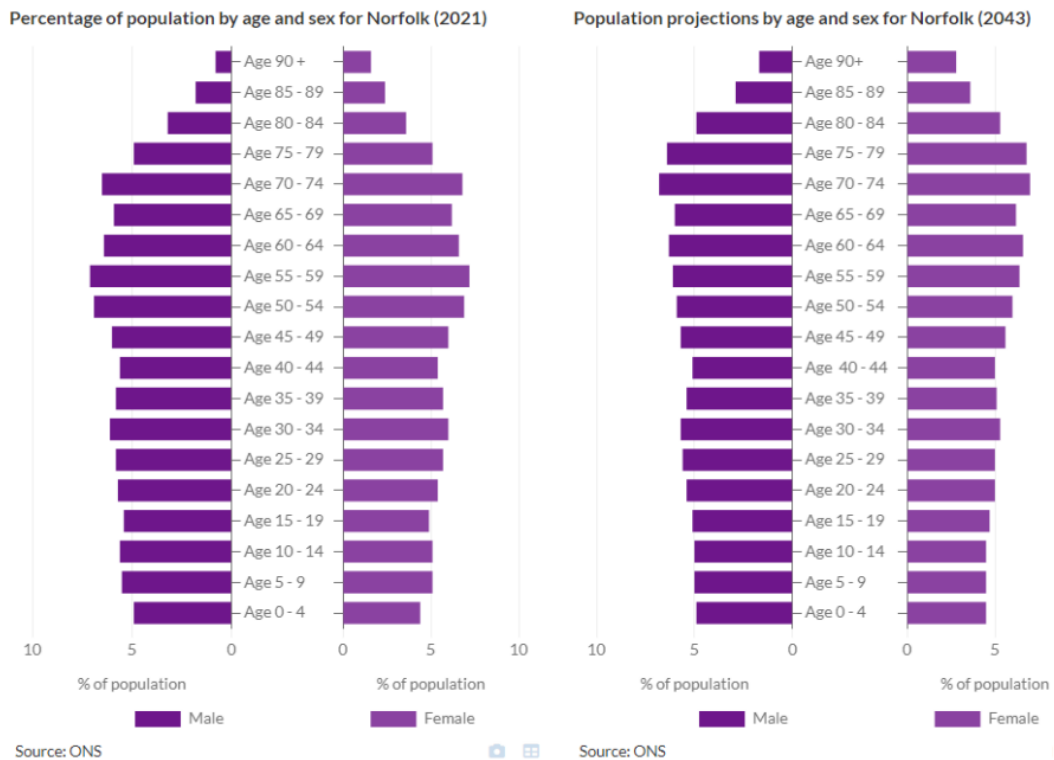
More people have come to us for help – Between Jan 2022 and Jan 2023 – we have 113,000 contacts. In the same 12-month period in 2023, that rose to 137,000

We have supported more people – In January 2023 we had just under 14,000 people we were supporting with services. In January 2024, that figure stood at over 18,000.



6. The demographic profile of the people affected

Population estimates by age, 2021 and 2043



Population aged 65 and over, projected to 2024

Population aged 65 and over, projected to 2024	2020	2021	2022	2023	2024
Norfolk: People aged 65-69	56,300	56,600	57,400	58,300	59,500
Norfolk: People aged 70-74	62,000	61,800	58,100	56,300	55,700
Norfolk: People aged 75-79	44,600	47,300	52,600	55,100	55,900
Norfolk: People aged 80-84	31,700	31,700	32,300	33,500	35,400
Norfolk: People aged 85-89	19,800	20,200	20,700	21,400	21,900
Norfolk: People aged 90 and over	11,700	11,900	12,200	12,300	12,500
Norfolk: Total population 65 and over	226,100	229,500	233,300	236,900	240,900

7. Evidence gathering

Please tick all the statements that apply.

If the proposal goes ahead:



- ☒ It will help to deliver our [Council vision and strategy](#).

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ Service users will not experience any reductions in the quality, standards, or level of services or benefits they **currently** receive.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ Service users who currently receive a service or benefit will continue to do so. Something will not be taken away from them which they have previously had access to.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ No changes are proposed to eligibility criteria for services or benefits.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ The proposal will not change how service users experience existing services or benefits – e.g., opening hours or travel arrangements.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ The proposal will not lead to new or increased costs for service users or employees.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ There will be no changes to staffing structures or staff terms or conditions.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

- ☒ If we consult on the proposal, this will be accessible for disabled people. We will include people with different protected characteristics.

If you cannot tick this, please explain why: [Click or tap here to enter text](#).

8. Potential impact for each protected characteristic

8.1. People of different ages

- Will the proposal unintentionally disadvantage people of different ages – or will it promote equality and ease of access? [The strategy supports people of different ages in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of](#)



delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users.

8.2. Disabled people

- Will the proposal unintentionally disadvantage disabled people – or will it promote equality and ease of access? The strategy supports disabled people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

8.3. People from different ethnic groups

- Will the proposal unintentionally disadvantage people from different ethnic groups – or will it promote equality and ease of access? The strategy supports people from different ethnic groups in Norfolk through the vision to support people be as independent as possible. Work is ongoing to understand how we can ensure our services are equitable and all voices are heard when we ask for feedback. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

8.4. People with different sexual orientations

- Will the proposal unintentionally disadvantage people with different sexual orientations – or will it promote equality and ease of access? The strategy supports people with different sexual orientation in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users. As part of the evidence gathering for the strategy officers attended Norwich Pride and Kings Lynn's Pride to speak to people about their experiences of Social Care in Norfolk.

8.5. Women and men

- Will the proposal unintentionally disadvantage women or men – or will it promote equality and ease of access? The strategy supports women and men in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users



8.6. Non-binary, gender-fluid and transgender people

- Will the proposal unintentionally disadvantage non-binary, gender fluid or transgender people – or will it promote equality and ease of access? The strategy supports non-binary, gender fluid and transgender people in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

8.7. People with different religions and beliefs

- Will the proposal unintentionally disadvantage people with different religions and beliefs – or will it promote equality and ease of access? The strategy supports people with different religions and beliefs in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

8.8. People from the armed forces, their families, and veterans

- Will the proposal unintentionally disadvantage people from the armed forces, their families, and veterans, or will it promote equality and ease of access? The strategy supports people from the armed forces, their families and veterans in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users. We will continue to strive to work with veterans and all groups to understand how we can continue to improve our services and meet the needs of everyone who needs us.

9. Additional information

We have a vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.

To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act which aims to prevent, reduce and delay the demand for social care. This doesn't mean we only provide the statutory minimum for residents. It helps us manage demand, finances, and plan for our long-term future.

Over the past 5 years, we have changed the way we work to improve the services we offer and try to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people being discharged from hospital or regaining independence after being unwell and investing in technology which helps people stay in their own homes. It



includes supporting young learning disabled and autistic adults with to be independent and have the same opportunity as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness. It also includes our two ambitious housing specialist housing programmes.

For the next 5 years, we need to continue working in this way, with a focus on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, voluntary sector, as well as care providers and residents, to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.

To find out what matters most to people and understand how we can improve our services, we spoke to hundreds of residents and partners from across Norfolk. This strategy has been developed based on that feedback and other inputs such as national policy, key activities identified through the Council's Annual Plan, and departmental plans and strategies.

The Strategy is built around our three core ambitions we wish to focus on as priorities over the next five years. Our priorities are:

Priority 1 – Benefiting from prevention and early help. Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future. This priority shows how we help residents stay well and independent in the place they call home.

Priority 2 - Becoming, being, and staying independent. Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them. This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

Priority 3 – Living with Complex Needs. Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need. This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



10. Mitigating actions / reasonable adjustments

No.	Action	Lead	Date (dd/mm/yy)
1.	If, during implementation of this proposal, a detrimental impact emerges that it was not possible to predict at the time of conducting this assessment, this to be reported to the decision maker, to enable the decision maker to give due regard to equality before proceeding further.	Senior manager with overall responsibility for the implementation	Debbie Bartlett
2.	HR to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures. If any disproportionality arises, this is to be reported to	Senior manager with overall responsibility for the implementation	Debbie Bartlett

11. Conclusion

This proposal is assessed to have the following impact:

- ☒ **Positive** impact on people with protected characteristics.
- ☐ **Detrimental** impact on people with protected characteristics that can be mitigated.
- ☐ **Detrimental** impact on people with protected characteristics that cannot be fully mitigated.
- ☐ **Positive and detrimental** impacts on people with protected characteristics.
- ☐ **No impacts** on people with protected characteristics.

12. Advice for the decision-maker responsible for this proposal

- **Please explain here** (if applicable) why it may be necessary to go ahead with the proposal, even if it could have a detrimental impact on some people: [Click or tap here to enter text or mark as not applicable.](#)



13. Evidence used to inform this assessment

Select all that apply:

- ☐ [Norfolk population data](#) (provide links to any population data you draw upon, e.g. [Norfolk's Story](#)):

[Click or tap here to enter text.](#)

- ☒ Data about existing or future service users - please state:

[Click or tap here to enter text.](#)

- ☐ Data about the workforce - please state:

[Click or tap here to enter text.](#)

- ☐ Legislation - please state:

[Care Act](#)

- ☒ National/local research - please state:

[Click or tap here to enter text.](#)

- ☐ Consultation (Tip: Please provide details of any consultation)

Remember - if a proposal constitutes a change to an existing service or benefit or a removal of an existing service or benefit those affected may have a 'legitimate expectation' to be consulted.

[Conversations Matters Summer Engagement](#)

- ☐ Consultancy - please state:

[Click or tap here to enter text.](#)

- ☐ Advice from in-house/external experts - please state:

[Click or tap here to enter text.](#)

- ☐ Other - please state:

[Click or tap here to enter text.](#)

14. Administrative information

Author (name and job title): [Claire Sullivan, Strategy, Engagement and Co-Production Manager Adult Social Services.](#)

Decision-maker (e.g., Full Council, a committee, elected member, working group or officer with delegated responsibility): [Full Council](#)

EqlA start date: [08/04/2024](#)

Contact further information: claire.sullivan2@norfolk.gov.uk



Norfolk County Council

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alternative format or in a different language



please contact [Click or tap here to enter text.](#)on [Click or tap here to enter text.](#)or
[Click or tap here to enter text.](#) (Text relay)



15. Annex 1

Examples of common barriers that people with protected characteristics may face when accessing services or employment:

People of different ages

Older and younger people may experience discrimination or negative beliefs that restrict their professional or social opportunities.

Both older and younger people are likely to be on lower incomes.

Older age is associated with lower use of digital technology and an increased likelihood of disability or long-term limiting health conditions.

Disabled people

Disabled people face barriers to physical environments, information, and communication (as sometimes do people with other protected characteristics).

The nature of these barriers varies tremendously depending upon the nature of someone's disability. It is important to carefully consider the barriers faced by people with physical or mobility impairments; people who are blind or D/deaf; people with learning disabilities; people who are neurodiverse; people with mental health issues or people with a combination of impairments or long-term health conditions.

Disabled people are more likely to experience reduced lifelong outcomes compared to non-disabled people in relation to education, employment, health and housing and barriers to social, sport, leisure, and transport opportunities.

Disabled people may be under-represented in some services; public life; the workforce and participation. They may be more likely to be on a lower income, experience discrimination, hate incidents and social isolation.

People from different ethnic groups

People from some ethnic minority groups (which includes Gypsies, Roma, and Travellers) experience reduced lifelong outcomes compared to White British people and they may be less likely to do well in education, employment and health, and experience barriers in housing, sport, and leisure opportunities.

People from some ethnic minority groups may be under-represented in some services; public life; the workforce; participation; or over-represented (e.g., in criminal justice). They may be more likely to be on a lower income, experience hate incidents and cultural stereotyping.



People from some ethnic groups (for example Gypsies and Travellers) may have low literacy skills or may not access public sector websites.

People with different sexual orientations

Consider how you will provide welcoming spaces for people of all sexual orientations.

Some public services assume that heterosexuality is the 'norm'. For example, heterosexual couples are usually presented in marketing materials but rarely lesbian or gay couples.

People with different sexual orientations may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Women and men

Women and men experience different lifelong outcomes - e.g., they may have different experiences or be treated differently in education, employment, health, housing, social, sport and leisure opportunities.

Women may experience different life stages to men – e.g., pregnancy, maternity, menopause which can impact them in many ways. Women and men may have different experiences of caring or parenting.

Women and men may be under or over-represented in some services; public life; the workforce, consultation, and participation. They may experience sex discrimination or barriers to accessing support services.

Non-binary, gender-fluid and transgender people

Consider how you will provide welcoming spaces that recognise gender diversity (unless you are categorised as a [separate or single-sex service](#)).

Check whether your business systems can record a person's sex if the person does not identify as 'female' or 'male', and whether you can meet the needs of non-binary, gender-fluid and trans people.

People who are non-binary, gender fluid or trans may be under-represented in public life and participation. They may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Remember that some transgender people do not identify as 'trans' – they may identify as 'female', 'male' or non-binary.



People with different religions and beliefs

Consider how you will provide welcoming spaces for people with different religions and beliefs.

This includes being aware of prayer times, festivals, and cultural practices, where this is appropriate.

“Belief” can refer to an individual’s philosophical beliefs where these are genuinely held and fundamentally shape the way a person chooses to live their life - for example ethical veganism may be a protected belief.

Measures to promote inclusion for people with different beliefs should not impact on the rights of others – e.g., the rights of women or gay people.

People with different religions or beliefs may face barriers to some services; public life; participation and workforce opportunities. They may experience discrimination and hate incidents.

People from the armed forces, their families, and veterans

People from the armed forces, whether serving, their spouse, partner, family, or a veteran, experience a range of barriers to accessing public services – due to the unique obligations and sacrifices of their role.

This includes being regularly posted to different locations; separation; service law and rights; unfamiliarity with civilian life; hours of work and stress.

Scrutiny Committee

Item No: 9

Report title: Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Date of meeting: 24 April 2024

Responsible Cabinet Member: N/A

Responsible Director: Grahame Bygrave (Interim Executive Director of Community and Environmental Services)

Executive Summary

The Scrutiny Committee is asked to consider an update from the Chair of the NCCSP Scrutiny Sub Panel, Cllr Mark Kiddle-Morris.

Recommendations:

The Scrutiny Committee is asked to:

- 1) Consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) it might make for its future work.**
- 2) Consider the further comments on the future arrangements for scrutiny of the Norfolk Countywide Community Safety Partnership and amendments to the Terms of Reference.**

1. Background and Purpose

- 1.1** In June 2011 the Home Secretary gave permission for the seven Community Safety Partnerships (CSPs) in Norfolk to formally merge into one CSP for the whole of the county. Responsibility for scrutiny of the Norfolk Countywide Community Safety Partnership (NCCSP or “the Partnership”) lies with the County Council and this statutory scrutiny function is set out at paragraph 4 of Appendix 2A of the County Council’s Constitution, which can be viewed [here](#). Since the change of governance arrangements at the County Council in May 2019 this role has been undertaken by the Scrutiny Committee, through a dedicated Scrutiny Sub Panel.
- 1.2** The NCCSP Scrutiny Sub Panel (the “Sub Panel”) has met once since the last update was provided in December 2023. The [agenda and minutes from the Scrutiny Sub Panel’s 29 February 2024 meeting](#) are available to view.

2. Serious Violence

- 2.1 Members received a report setting out the Partnership's response to the new Serious Violence Duty and a detailed verbal update on progress that had been made since the report had been written.
- 2.2 Following discussion, the Scrutiny Sub Panel noted the Partnership's response to the new Serious Violence Duty and formally commended the Partnership for its work. It also recommended that the Partnership look into training for parents on the signs of risk for children's involvement in County Lines and serious violence.
- 2.3 Members also received and noted a report setting out a detailed summary of the Partnership's thematic review of Norfolk Domestic Homicide Reviews.

3. Domestic Abuse and Sexual Violence

- 3.1 The Scrutiny Sub Panel noted a report setting out an overview of the Domestic Violence Change Champions. Members were encouraged to promote the network.

4. Strategic Plans for Community Safety

- 4.1 The Scrutiny Sub Panel endorsed the strategic plans for the management of community safety in Norfolk and noted the progress being made with the Partnership's Strategic Assessment.

5. Future arrangements for scrutiny of the Norfolk Countywide Community Safety Partnership and Forward Work Programme

- 5.1 The Scrutiny Sub Panel received a report setting out the future arrangements for scrutiny of the Norfolk Countywide Community Safety Partnership and an outline Forward Work Programme for comment.
- 5.2 While acknowledging the reasons for changing the governance arrangements due to the previous issues related to inquoracy, councillors expressed concerns about them. These included the view that having the same members as the Police and Crime Panel would reduce the quality of scrutiny due to councillors having already met in the morning, and possibly not having availability for the whole day. Also, that existing Sub Panel Members, who had chosen the position owing to their particular expertise, would no longer have a place.
- 5.3 The Democratic Support and Scrutiny Manager suggested that the updated terms of reference could be trialled and tested, and then reviewed if needed at a later date. However, she would ensure that councillors' comments were captured for further discussion.
- 5.4 The agreed changes to the terms of reference are attached at **Annex 1** for ease of reference. The changes were agreed by Full Council on 30 January 2024 for implementation from May 2024.

6. Proposal

- 6.1 To consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) the Scrutiny Committee might make for its future work.

7. Impact of the Proposal

- 7.1 Regular review by the Scrutiny Committee will strengthen the governance of the Partnership's activity and support effective scrutiny.

8. Financial Implications

- 8.1 None identified.

9. Resource Implications

- 9.1 **Staff:** None identified.
- 9.2 **Property:** None identified.
- 9.3 **IT:** None identified.

10. Other Implications

- 10.1 **Legal Implications:** None identified.
- 10.2 **Human Rights implications:** None identified.
- 10.3 **Equality Impact Assessment (EqIA) (this must be included):** None identified.
- 10.4 **Data Protection Impact Assessments (DPIA):** None identified.
- 10.5 **Health and Safety implications (where appropriate):** None identified.
- 10.6 **Sustainability implications (where appropriate):** None identified.
- 10.7 **Any other implications:** None identified.

11. Risk Implications/Assessment

- 11.1 N/A.

12. Select Committee comments

- 12.1 Not applicable: this report has not been taken to a Select Committee.

13. Recommendations

- 13.1 The Scrutiny Committee is asked to:
- 1) Consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) it might make for its future work.
 - 2) Consider the further comments on the future arrangements for scrutiny of the Norfolk Countywide Community Safety Partnership and amendments to the Terms of Reference.

14. Background Papers

14.1 None.

Officer Contact

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

Officer name: Jo Martin

Tel no.: 01603 223814

Email address: jo.martin@norfolk.gov.uk



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Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

Terms of Reference

1. Role of the Sub Panel

The role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel is to:

- Scrutinise on a quarterly basis the Community Safety Partnership Plan and on such other occasions as are required to scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership [known locally as the Norfolk Countywide Community Safety Partnership] in respect of crime and disorder.
- Scrutinise the priorities set out in the Community Safety Partnership Plan.
- Make any reports or recommendations to the Norfolk Countywide Community Safety Partnership and/or where considered appropriate to Norfolk County Council's Scrutiny Committee.

2. Membership

- 3 County Councillors (~~politically balanced and can be drawn from the Police and Crime Panel to be the same 3 County Councillors appointed to the Norfolk Police and Crime Panel~~).^{**}
- 7 District Council members – one co-opted from each District (to be the same district councillor appointed to the Norfolk Police and Crime Panel).
- Each member of the Sub Panel to have one named substitute (to be the same as those named substitute members appointed to the Norfolk Police and Crime Panel). No other substitutes are acceptable.
- The Sub Panel may wish to consider co-opting additional non-voting members onto it if appropriate.
- The Chair to be elected from the County Council members on the Sub Panel on an annual basis.

- The Vice Chair to be elected from other members on the Sub Panel on an annual basis.

****Note:** The political group allocations to the Police and Crime Panel are calculated with reference to the requirement for the Panel to be politically balanced based upon the overall political balance of Council seats in Norfolk. The 7 district councils each appoint 1 representative and the County Council makes its 3 appointments to ensure that the overall political balance is achieved. Currently, the 3 County Council places are all Conservative appointments.

3. Working Style

- The Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel meetings will be held quarterly to scrutinise the progress being made with delivering the Partnership Plan and on such other occasions as are required. [These meetings will ordinarily take place on the same day as, and follow on from, the Norfolk Police and Panel.](#)
- The Chair will provide regular update reports to the Scrutiny Committee.
- The quorum for the Sub Panel will be five members.
- Unless otherwise stated meetings of the Sub Panel will be held in accordance with Part 8B of the County Council's constitution.

4. General issues

- Democratic support to the Sub Panel will be provided by the County Council.

Scrutiny Committee

Item No: 10

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 24 April 2024

Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and agreed items.

Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential further items for future consideration.

1. Background and Purpose

- 1.1 Members of the Scrutiny Committee took part in a work programming session held on the 22 April 2023, discussing proposed items for the Committee to consider through until May 2024.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

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):

None

6.4 Data Protection Impact Assessments (DPIA):

None

6.5 Health and Safety implications (where appropriate):

None

6.6 Sustainability implications (where appropriate):

None

6.7 Any Other Implications:

None

7. Risk Implications / Assessment

7.1 None

8. Select Committee Comments

8.1 None

9. Recommendations

Members of the Scrutiny Committee are asked to:

1. Note the Scrutiny Committee forward work programme and discuss potential further items for future consideration.

10. Background Papers

10.1 Appendix A – Scrutiny Committee Forward Programme of Work

Officer Contact

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

Officer name: Peter Randall

Telephone no.: 01603 307570

Email: peter.randall@norfolk.gov.uk



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Scrutiny Committee Forward Work Programme

Appendix A

Date	Report	Further notes/Comments	Better Together for Norfolk - Strategic Goal(s)*	Cabinet Member	Lead Officer
24/04/24	Performance Review Panels – Quarterly Update	Standard quarterly item	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Alison Thomas, Cabinet Member for Adult Social Care & Cllr Penny Carpenter, Cabinet Member for Children's Services	Debbie Bartlett, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children's Services
	Promoting Independence – Adult Social Care Strategy	Policy Framework Item	<ul style="list-style-type: none"> - Healthy, Fulfilling and Independent Lives 	Cllr Alison Thomas, Cabinet Member for Adult Social Care	Debbie Bartlett, Executive Director of Adult Social Care
	Update from the Chair of the Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel	Standard item	N/A	N/A	N/A
22/05/24	Norwich to Tilbury Pylons – feedback on Consultation	Pre-scrutiny item	N/A	N/A	N/A

The 'Better Together for Norfolk – County Council Strategy 2021-25**' outlines five strategic priorities. These are:*

- A Vibrant and Sustainable Economy*
- Better Opportunities for Children and Young People*
- Healthy, Fulfilling and Independent Lives*
- Strong, Engaged and Inclusive Communities*
- A Greener, More Resilient Future*

When scheduling items for the work programme the committee should consider, where applicable, the item contributes to the above strategic goals and overall delivery of the County Council's strategy for 2021-25.