

Scrutiny Committee

Date: **Thursday 26 January 2023**

Time: **10 am**

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

Supplementary Agenda

- 8 Quarterly update on Children's and Adult Social Care Performance Review Panels. Page A2**

Report by Director of Governance

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Scrutiny Committee

Item No: 8

Report Title: Quarterly update on Children's and Adult Social Care Performance Review Panels.

Date of Meeting: 26 January 2023

Responsible Cabinet Member: Cllr Bill Borrett (Cabinet Member for Adult Social Care, Public Health & Prevention) & Cllr John Fisher (Cabinet Member for Children's Services).

Responsible Director: James Bullion, (Executive Director of Adult Social Services) & Sara Tough, (Executive Director of Children's Services).

Executive Summary

This report outlines progress to date with regards to the ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services. Members will receive updates on recent work undertaken, key actions, updates on actions from scrutiny, and an overview of the forward programmes of work for the panels.

Recommendations

The committee is asked to:

1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.
2. Note the panel forward work programmes, providing feedback to the panel leadership around potential items for further investigation.

1. Background and Purpose

- 1.1 At the Scrutiny Committee meeting held on the 21 July 2021 members considered the item 'Establishment of Children's and Adult Social Services Performance Review Panels'. The full report and associated minutes can be found [here](#).
- 1.2 Following discussion, the committee resolved to note the proposed Terms of Reference and the operating principles/membership of the two panels, as

well as agree to disband the previous Children's Services Scrutiny Sub-Panel.

- 1.3 It was also agreed that there should be an ongoing reporting schedule between the panels and the Scrutiny Committee, including adding regular quarterly updates and a six-month review of the panel's progress to the Scrutiny Committee forward work programme. The six-month review took place at the Scrutiny Committee on the 30 March 2022.
- 1.4 This report serves as the third standard quarterly update to the Scrutiny Committee, allowing members the opportunity to discuss progress and feed into panel development and work programming.

2. Performance Review Panels – Membership and Approach

- 2.1 The Performance Review Panels are responsible for monitoring and providing challenge to Norfolk County Council's Children's/Adult Social Services functions, reviewing performance to improve service delivery and ensure readiness for future independent inspections (CQC/Ofsted).
- 2.2 The panels meet in private, though are tasked with updating regularly and publicly with the Scrutiny Committee. They have the authority to commission reports and request data from the relevant service areas, and may make recommendations to the Cabinet Member and senior officers.
- 2.3 The panels are chaired by the relevant Deputy Cabinet Member, with wider membership nominated by group leaders according to the following political composition:
3 Conservative (inc. Chair), 1 Labour, 1 Liberal Democrat.
- 2.4 Membership of the panels is as below:

Adult Social Care PRP

- Cllr Shelagh Gurney (Chair)
- Cllr Mark Kiddle-Morris
- Cllr Michael Dalby
- Cllr Sharon Blundell
- Cllr Brenda Jones

Children's Services PRP

- Cllr Daniel Elmer (Chair)
- Cllr Jane James
- Cllr Fran Whymark
- Cllr Mike Smith-Clare
- Cllr Lucy Shires

3. Update on Actions from the Scrutiny Committee

- 3.1 At the meeting held on the 19 October 2022, members received an update from the Deputy Cabinet Member for Adult Social Care and Chair of the ASC PRP. The Scrutiny Committee noted the report, but made no further recommendations.
- 3.2 At the meeting held on the 23 November 2022, members received an update from the Deputy Cabinet Member for Children's Services and Chair of the CS PRP. The Scrutiny Committee made the following recommendations, presented alongside a response from the PRP:
- The CS PRP should prepare an annual report in April, presenting the work of the PRP over the 2022-23 council year for those unfamiliar with it's work.

This will be discussed by members at the PRP meeting to be held in March 2023.

- The CS PRP should put in place a plan to investigate the findings of the recent Ofsted report once the findings have been made public.

Members of the CS PRP are to receive a full update at the March meeting of the committee.

4. Children's Services Performance Review Panel

- 4.1 The Deputy Cabinet Member for Children's Services and the Chair of the Performance Review Panel has agreed for the panel to work according to a four-month cycle, with two meetings scheduled per cycle. At each meeting, members will explore a single topic in depth, and every four-months the committee will further receive a broad overview of performance data, enabling ongoing oversight and informing a process of reactive work-programming.
- 4.2 Since the last update to the Scrutiny Committee in October 2022, the Children's Services Performance Review Panel has met once, on the 29 November 2022.
- 4.3 Minutes from PRP meetings occasionally contain sensitive information so haven't been appended. These are however, available upon request.

- 4.4 An outline of discussions and actions from the November meeting can be found below.

Thursday 29 November 2022

- 4.5 On Tuesday 29 November the panel received papers on Vital Signs Performance data, and children at risk of exploitation.
- 4.6 Members received an update on outstanding actions with relation to previous sessions looking at Education Health and Care Plans (EHCPs). These included:
- The longest average waiting time for an EHCP
 - What future numbers regarding EHCP performance look like.
 - What early intervention success looks like.
 - Realistic goals and targets regarding completed ENCP within the timescales going forwards
- 4.7 Members received an overview of all Children's Vital Signs performance data, providing challenge and monitoring performance. Specific points raised for clarity included:
- The disparity between Norfolk and the national average with regards to the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11.
 - The widening gap between disadvantaged pupils and the rest of their peers with regards to the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11.
 - Recruitment of new teachers and the impact of vacancies on attainment levels.
 - Increasing levels of elective home education, and gaps in knowledge of attainment.
 - Temporary home schooling and how this is managed by Norfolk County Council.
 - Dissemination of best practise across Norfolk schools.
 - Support to schools for early intervention with regards to behavioural issues.
 - Attainment levels within small schools, and the historic work of the small schools working group.
- 4.8 Members received the paper from officers around Children at Risk of Exploitation, with the following points discussed:

- The work of the Vulnerable Adolescents group, a multi-agency subgroup of the Norfolk Safeguarding Children's Partnership co chaired between Norfolk Constabulary and NCC Children's Services.
- Efforts to raise awareness of the risks of extra-familial harm posed to children and young people across Norfolk.
- Early help, identification and intervention for children and young people at risk of exploitation.
- The multi-agency safeguarding response to children and young people who are known to be exploited.
- The use of modern slavery legislation to identify and disrupt the activity of exploiters.
- The work of the exploitation operational oversight forum to facilitate partnership working across the council to tackle serious youth violence and exploitation.
- Multi-agency child exploitation procedures (MACE).
- Current data around risk, including the number of children in Norfolk considered to be at either high or standard risk of exploitation.
- Work in children's services to handle serious youth violence.
- Locality and thematic mapping of risk, creating a detailed picture of: the roles and relationships between individuals and the amount of influence and control individuals have within a network; the nature, scale and seriousness of the vulnerabilities posed by/to identified peer groups, individuals and locations; effective safeguarding interventions and other suitable multi-agency opportunities; information gaps and how to inform these with effective information gathering.
- The use of specialist services to support children identified as at risk or experiencing exploitation and serious youth violence, including the work of the Youth FAST team (YFT) and the Targeted Youth Support Service.
- Work within children's services to develop a community of practice for the Norfolk adolescent workforce.

4.9 Overall, the panel reviewed and commented on the report with the following outcomes:

- **Supported** and **challenged** the performance in Children's Services as it related to vital signs.
- **Supported** and **challenged** the performance in Children's Services as it related to the Deep Dive into Children and Young People at Risk of Exploitation.
- **Agreed** that Officers would provide written responses to the requests for the following information;

- An overview of Key Stage 2 results and the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11.
- A written update regarding the gap between disadvantaged pupils and the rest of their peers with regards to the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11.
- An update on NCC small schools policy, with a view to a further discuss with the Cabinet Member for Children's Services.
- Information on a potential Education, Employment and Training stretch target, to be discussed at a future meeting of the PRP.

5. Adult Social Care Performance Review Panel

- 5.1 The Deputy Cabinet Member for Adult Social Care, Public Health and Prevention has agreed, alongside the panel, a forward programme of work and schedule of meetings for the Adult Social Care Performance Review Panel through until May 2023.
- 5.2 The panel has met twice since the last update to the committee in October 2022, on Tuesday 29 November 2022 and on Tuesday 10 January 2023.
- 5.3 Minutes from PRP meetings occasionally contain sensitive information so haven't been appended. These are however, available upon request.

Tuesday 29 November 2022

- 5.4 On Tuesday 29th September the panel received a report and presentation on pandemic recovery planning.
- 5.5 Members received updates on Adult Social Care priorities for Norfolk County Council, including prevention and early help, promoting independence and supporting residents with complex needs.
- 5.6 Members also received updates on progress against incoming social care reforms, and wider system changes brought about by the integration white papers and transition into an Integrated Care System (ICS) for Norfolk and Waveney.
- 5.7 The update on pandemic recovery was split into five key themes: Backlogs, recruitment, well-being, stability of the care market, and an update on the interim care list.

5.8 The presentation included information on:

- Recovery activity to date, and an overview of measures to overcome service pressures.
- Locality plans, and activity within locality teams to develop sustainable recovery mechanisms.
- An assessment of the ongoing impact of high vacancy rates on the ability of the ASC to recover and address backlogs, and recruitment activity build the NCC workforce.
- The centralisation of the service recruitment approach, speeding up to identification of vacancies and better coordinating the eventual recruitment process.
- An overview of the ASC workforce strategy.
- Efforts to support staff wellbeing, building confidence, managing workloads, embracing hybrid working where possible, and developing awareness of available support.
- An overview of the Norfolk and Waveney Winter Plan, with an outline of the likely winter pressures for 2022-23 and activity to build resilience.

5.9 Members provided challenge, raising questions around the following issues:

- Building resilience and developing prevention and early intervention support to enable independent living.
- The success of Sustainable Adult Future Events (SAFE) designed to support the bottom-up flow of ideas and innovation, gathering experience from front-line practitioners.
- Expansion of the ASC apprenticeship scheme, and the success of recruitment schemes to better market vacancies and incentivise employment with NCC.
- The impact of system changes on staffing issues, recruitment, wellbeing and retention.
- Geographical disparities in home support post-discharge from an acute setting.
- Work with community partners to better help discharged patients transition to a home environment.
- The further availability of Warm and Well packs that were provided earlier in the month via the libraries service.

5.10 The panel reviewed and commented on the report and outcomes, with the following agreed:

- **Discussed** the report and **Challenged** the service around recovery activity to date, providing a clear focus on staffing issues including wellbeing, recruitment and retention.
- **Noted** progress and challenged static data.

- **Requested** an update on Warm and Well packs, with a view to further supplies being made available to vulnerable Norfolk residents via the libraries service.

Tuesday 10th January 2023

- 5.11 On Tuesday the 10th January the panel received a report on the delivery of specialist housing and the work of the housing commissioning team to increase housing options across the County.
- 5.12 Members received a presentation outlining the NCC specialist housing provision offer, split into two capital housing programmes: independent and supported living. The programmes were set up in 2019 and 2021 respectively and support independent living schemes for older and working age people. Commissioning decisions are underpinned by a recognition that quality accommodation and support helps people achieve and maintain their independence.
- 5.13 Both schemes work similarly, with the council working alongside registered providers to provide a capital subsidy to aid them in purchasing and developing suitable accommodation. In return, the council have nomination rights for the properties purchased and a return in investment if the property is sold in the future.
- 5.14 Officers provided an update on key areas covered by the specialist housing scheme. These included:
- Planning issues, particularly around nutrient neutrality regulations introduced in March 2022.
 - High inflation within the building sector, which has been far above RPI figures, along with shortages in both skills and materials.
 - The current pipeline of developments, with a view to producing a thousand units through to 2030.
 - The success of independent living schemes in Fakenham and Acle – both Meadow Walk (Fakenham) and Swallow Tail (Acle) developments have been well received by stakeholders and local communities.
 - Progress to date with regards to the supported living programme, with an overview of developments and the future pipeline to deliver sustainable housing for residents with the most complex needs.
 - Work with partners to develop confidence and attract funding.
 - Communication and training opportunities within NCC and for potential residents.
 - An overview of demand for specialist housing, and developments to ensure that the future specialist housing supply is both sustainable and meets demand.

5.15 Members of the panel provided challenge, raising the following issues:

- Marketing of new schemes, which isn't made public until planning permission has been formally granted. This has been impacted by issues raised earlier around nutrient neutrality.
- Upcoming developments at Harleston and Stalham, which have now received planning permission.
- The potential for further developments in other areas around the County.
- Work with district councils to clear blockages caused by nutrient neutrality.
- The commissioning process for approved building partners.
- The eligibility criteria for independent and supported living schemes, particularly around the nomination process from district councils.
- Shared ownership, which applies to some schemes within the programme. Right to buy is not applicable.
- The longevity of the scheme. Members received assurances that, while the aim of the schemes is to enable independent living within a private environment, there is no time limit on the support offered and it does not run out.
- The communication provided to new residents, and an overview of the application process.

5.16 The panel reviewed and commented on the report with the following outcomes:

- **Supported** and **challenged** the two specialist housing schemes, discussing future plans and the success of previous developments.
- **Agreed** that officers would distribute to panel members the welcome and information packs sent to new and potential residents at specialist housing developments.
- **Agreed** that officers would work with panel members to facilitate a visit to Netherwood Green, Lakenham and Swallow Tail at Acle to support a better practical understanding of the schemes and how they operate.
- **Agreed** that officers would provide greater detail around future schemes at a later meeting date.

6. Work Programming

6.1 The Performance Review Panel terms of Reference set out a clear work programming relationship with Scrutiny. While the panels are responsible

for setting their own work programmes, the Scrutiny committee may suggest additional topics for the Panels to consider.

- 6.2 As outlined previously, day to day performance monitoring takes place as standard throughout meetings of the performance review panels. The work programmes represent more in depth pieces of work on specific topics.
- 6.3 The forward work programmes for each committee are set out below, along with an overview of performance indicators for each service. As per the recommendations for this paper, members of the Scrutiny Committee are invited to discuss potential future items for discussion at the panels.
- 6.4 Please note, that as with the Scrutiny Committee forward work programme, all of the below are subject to change, adapting to pressures as needed.

Children's Performance Review Panel

The following plan has been agreed:

27 March 2023	Outcomes from 2022 Ofsted Inspection Appropriate Places for Children in Care Work Programming
22 May 2023	Elected Home Education
13 July 2023	Nothing currently scheduled
18 September 2023	Nothing currently scheduled
30 November 2023	Nothing currently scheduled

Adult's Performance Review Panel

The following plan has been agreed:

22 February 2023	Update on Assurance Exercise Action Plan/Quality of Casework and Social Work
18 April 2023	Service User Voice and the Approach to Level up User Experience
20 June 2023	Carers and Equalities Policy
3 October 2023	Nothing currently scheduled
28 November 2023	Nothing currently scheduled.

The above is subject to change, depending on the timeframe/outcome of a likely CQC inspection of Norfolk County Council ASC services.

7. Action plan

7.1 The below is a summary of current and outstanding actions arising as a result of the panels. It includes significant actions from the last three meetings of each panel, with an indication of both the action owner and progress to date. The tracker will be updated over time, with the Scrutiny Committee kept up to date on key recommendations and actions from the panel.

Date	Action/Recommendation	Owner	Update
Children's Services PRP (CS PRP)			
15/06/2022	Supported and challenged the performance in Children's Services as it relates to children with special Educational Needs and specifically the vital sign indicator 'Percentage of Education Health and Care Plans completed within timescale'.	CS PRP	Completed, with feedback presented to officers.
	Agreed the format of the report and supporting information in order to refine the approach for future performance reports.	CS PRP, Children's Services	Completed.
	Agreed that Officers will follow up on the requests for information regarding figures for: <ul style="list-style-type: none"> The longest average waiting time for an EHCP What future numbers regarding the performance look like? What early intervention success looked like? Realistic goals and targets regarding completed ENCP within the timescales going forwards 	Children's Services	Completed, with information provided at the CS PRP meeting held on the 14 July.
14/07/2022	Supported and challenged the performance in Children's Services as it related to vital signs.	CS PRP	Completed, with feedback provided to officers.

	Supported and challenged the performance in Children's Services as it related to the 'Deep Dive into Children at the Edge of Care based on the vital sign: "the number of children looked after per 10,000 population	CS PRP	Completed, with feedback provided to officers.
	Agreed that Officers would provide written responses to the requests for the following information; <ul style="list-style-type: none"> • An update on educational psychology recruitment. What were the exact numbers coming through and how was this affecting the overall structure? • An update on numbers that had been declined due to capacity for the IPSS service and the Targeted Youth Support Service • More in-depth look at that gap between the edge of care services and those looked after children (those in care) • Assistive technology update. Metrics around how much deployment of assistive technology in Children's Services and how much it helps. 	Children's Services	Completed
29/11/2022	Supported and challenged the performance in Children's Services as it related to vital signs.	CS PRP	Completed
	Supported and challenged the performance in Children's Services as it related to the Deep Dive into Children and Young People at Risk of Exploitation.	CS PRP	Completed
	Agreed that Officers would provide written responses to the requests for the following information;	Children's Services	Outstanding

	<ul style="list-style-type: none"> • An overview of Key Stage 2 results and the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11. • A written update regarding the gap between disadvantaged pupils and the rest of their peers with regards to the percentage of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11. • An update on NCC small schools policy, with a view to a further discuss with the Cabinet Member for Children's Services. • Information on a potential Education, Employment and Training stretch target, to be discussed at a future meeting of the PRP. 		
Adult Social Care PRP (ASC PRP)			
29/09/2022	Discussed the report and Challenged the service around the outcomes from the peer review, providing a deep dive review of the findings and outlining expectations for future sessions.	ASC PRP	Completed, with feedback provided to officers.
	Noted progress in preparation for formal review by the CQC, and the anticipated timeline.	ASC PRP	Completed.
	Agreed that the full report will be circulated to panel members ahead of publication, with feedback incorporated from the panel into formal action plans for improvement.	Adult Social Services	To completed at the appropriate time.
	Agreed that an update on actions as a result of the assurance exercise would be received as part of the March 2023 meeting.	ASC PRP/Adult Social Services	Completed, added to the panel forward work programme.
	Agreed that the following would be programmed at future meetings,	ASC PRP	Completed

	<p>with reports and data provided by officers:</p> <ul style="list-style-type: none"> • User voices in Adult Social Services, with a focus on mental health care and older persons groups. • Safe housing options for adults with learning disabilities. • Update on covid backlogs. 		
19/11/22	Discussed the report and Challenged the service around recovery activity to date, providing a clear focus on staffing issues including wellbeing, recruitment and retention.	ASC PRP	Completed
	Noted progress and challenged static data.	ASC PRP	Completed
	Requested an update on Warm and Well packs, with a view to further supplies being made available to vulnerable Norfolk residents via the libraries service.	Adult Social Services	Outstanding
10/01/23	Supported and challenged the two specialist housing schemes, discussing future plans and the success of previous developments.	ASC PRP	Completed
	Agreed that officers would distribute to panel members the welcome and information packs sent to new and potential residents at specialist housing developments.	Adult Social Services	Outstanding
	Agreed that officers would work with panel members to facilitate a visit to Netherwood Green, Lakenham and Swallow Tail at Acle to support a better practical understanding of the schemes and how they operate.	ASC PRP/Adult Social Services	Outstanding
	Agreed that officers would provide greater detail around future schemes at a later meeting date.	ASC PRP/Adult	To be completed at the appropriate time

		Social Services	
	Agreed that the following would be programmed at future meetings, with reports and data provided by officers: <ul style="list-style-type: none"> • Mental health services • Winter planning and hospital discharge • Workforce strategy • Broader equalities discussion to include LGBT+ community 	ASC PRP/Adult Social Services	Not yet scheduled

8. Resource Implications

8.1 **Staff:** None identified

8.2 **Property:** None identified

8.3 **IT:** None identified

9. Other Implications

9.1 **Legal Implications:** None identified

9.2 **Human Rights Implications:** None identified

9.3 **Equality Impact Assessment (EqIA) (this must be included):** N/A

9.4 **Data Protection Impact Assessments (DPIA):** N/A

9.5 **Health and Safety implications (where appropriate):** N/A

9.6 **Sustainability implications (where appropriate):** N/A

9.7 **Any Other Implications:** None identified

10. Risk Implications / Assessment

10.1 N/A

11. Select Committee Comments

11.1 No specific comments, though the panel are able to refer matters to the Select Committee where appropriate, as set out in the PRP Terms of Reference.

12. Recommendations

To:

1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.
2. Note the panel forward work programmes, providing feedback to the panel leadership around potential items for further investigation.

13. Background Papers

13.1 None

Officer Contact

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

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