



**People and Communities Select Committee
Minutes of the Meeting Held on 13 March 2020 at 10am
In the Edwards Room, County Hall**

Present:

Cllr Shelagh Gurney (Chairman)
Cllr Fabian Eagle (Vice Chairman)

Cllr Tim Adams
Cllr David Bills
Cllr Penny Carpenter
Cllr Ed Connolly
Cllr David Harrison
Cllr Brenda Jones

Cllr Chrissie Rumsby
Cllr Thomas Smith
Cllr Mike Smith-Clare
Cllr Fran Whymark
Cllr Sheila Young

Also Present:

Debbie Bartlett	Director of Strategy & Transformation, Adult Social Services
Chris Butwright	Head of Public Health Performance & Delivery
Suzanne Meredith	Deputy Director of Public Health (Healthcare Services)
Mick Sanders	Programme Manager, Integrated Care, Adult Social Services
Louise Smith	Director of Public Health
James Wilson	Director of Quality and Transformation, Children's Services

1a. Introduction

- 1a.1 The appendix of the report at item 11, "Care Quality and the Market Position Task and Finish Group", had been updated. The updated appendix was tabled at the meeting; see appendix A of these minutes to see the tabled information.

1b. Apologies for Absence

- 1b.1 There were no apologies.

2. Minutes of last meeting

- 2.1 The Minutes of the meeting held on 31 January 2020 were agreed as an accurate record and signed by the Chairman.

3. Declarations of Interest

- 3.1 No interests were declared.

4. Items received as urgent business

- 4.1 Verbal update from the Director of Public Health on Coronavirus/Covid-19:
- The outbreak had been declared a global pandemic by the World Health Organisation. In response the UK Government had increased the risk in the UK from moderate to high

- The advice and actions required to be taken by individuals had changed in line with this; people experiencing respiratory symptoms, such as a cough or raised temperature, were asked to self-isolate for 7 days, people over 70 were asked not to go on cruises and schools were being asked not to go on foreign holidays
- People continued to be advised to wash their hands when entering a new building, when arriving back at home, before and after eating, to avoid touching their face, and to follow the “catch it, bin it, kill it” advice
- People were being advised to think ahead to what they would do if they were required to be at home for 7 days, including managing day to day activities and support for vulnerable friends, family or neighbours
- Advice was available on self-isolation on the NHS website
- It was advised that if people were unwell with a cough or cold and were able to self-care that they should not contact health services. If people were concerned that their symptoms were worsening, they should look on the NHS 111 website or call 111 or call 999 in a medical emergency. There was a move from community to acute and hospital-based testing.

4.2 The following points were discussed and noted:

- The Vice-Chairman noted the importance of being aware of the risk posed by shared items, such as communal pens or drinks containers
- Public Health England would inform the Director of Public health about significant cases where actions were required related to distributing information to the community and public action. She would no longer be notified of individual cases.

5. Public Questions

5.1 No public questions were received

6. Member Questions and Issues

6.1 No Member questions were received

7. Children’s Services Transformation

7.1 The Select Committee received the report providing an overview of the Children’s Services Transformation programme and heard an introduction to the report by the Director of Quality and Transformation, Children’s Services:

- Funding had been received to get ahead of demand and reduce impact on capacity in Children’s Services
- A track record of impact was being seen; positive feedback had been received from Ofsted during their visit in Autumn 2019 on transformation of the front door
- Work with the children in care team was ongoing to develop more creative care packages which were more cost effective, with more family care where possible and an enhanced fostering scheme was now in place; the work was resulting in fewer children in residential care
- The project was on track to achieve around £3m savings in 2019-20

7.2 The following points were discussed and noted

- The number of children in care fluctuated, however, the trend had reduced

overall due to earlier intervention, so this was likely to be a sustained trend

- Triggers of children coming into care had been reviewed and identified that the toxic trio (substance misuse, domestic abuse and mental ill health) were key factors and that some cases required more intensive intervention; specialist practitioners had been put in place alongside social workers and ways to free up social workers to work more with families such as technology advances
- External evaluators commented that the approach was ambitious and sustainable
- A Member felt reducing resources could make it challenging to achieve the outcomes in the approach and asked how Officers would achieve the changes to the placement mix; tools were being introduced to help practitioners understand placements available for each child and new schemes across the County
- Cllr Penny Carpenter congratulated children's services for the improvements which had been made to the front door
- the reducing number of social care assessments at paragraph 1.5 of the report was queried as it did not correlate with the figures on p27 of the report; the Director of Quality and Transformation, Children's Services **agreed** to circulate to the Committee more detail on how this data was represented
- A Member shared feedback that some teams were working at a caseload of over 20. Officers confirmed that the period of October to December 2019 had been particularly busy and had affected staff caseloads; a review of cases had been carried out to identify which could be referred on to Early Help teams. In some areas, teams held higher caseloads. Use of technology and remote working would support staff to have more time to work with families
- Some Members shared concerns about the culture among social work teams that staff should work long hours which they felt needed addressing
- Officers confirmed that when children were taken into care, wherever possible, they were placed where they could continue going to their current school however it was dependent on the individual case
- A Member asked about child exploitation and the vulnerable adolescent project; a report on this was due to come to committee at a future meeting.
- The Director of Quality and Transformation, Children's Services, **agreed** to find the technical definition of a 'missing episode and circulate to Committee
- Some foster carers had had trouble booking onto mandatory training courses because they were full or issues related to use of technology; the Director of Quality and Transformation, Children's Services, **agreed** to look into this
- Statistical data showing that families needing the most help were receiving it quickly was requested; the Director of Quality and Transformation, Children's Services, **agreed** to circulate a briefing to members on this
- Officers clarified that there were more social workers than a few years ago, however, some teams still had vacancies to fill; despite the increase in staff, demand in some communities was high. Early intervention work would be expanded in the next phase of the work including looking at putting more funding into schools to support children with additional needs
- Cllr Mike Smith-Clare raised concerns about the music funding deficit and asked for assurance that it would not have a detriment on children in Norfolk with Special Educational Needs and Disabilities (SEND). He asked for a Members' briefing on outdoor learning and the possible loss of Holt Hall and Whitlingham Adventure Centre and that the strategy would consider the impact this would have on vulnerable young people, and a report to a future meeting on changes which would affect vulnerable young people; the Chairman **asked**

Cllr Smith-Clare to email her and **agreed** that an item would be added to the forward plan

- Concerns were raised about understaffing and resilience of children's mental health services; Officers reported that investments were being made in specialist services and early intervention including mentoring and training schemes with primary care workers to support children with mental health at an earlier stage
- Officers were asked what was being done to ensure social work staff were resilient and healthy; as part of the transformation approach, children's services awards and personal thankyou's to staff had been introduced, and the wellbeing offer had been re-energised.
- The No Wrong Front Door could not be rolled out any earlier than reported; the submission to the Department for Education, if successful, would trigger release of funding for the work. Recruitment of leaders, capital and cultural work would need to be carried out before final rollout
- the Director of Quality and Transformation, Children's Services, **agreed** to circulate information to Members on provision which would be available for children receiving free school meals if schools were closed due to Coronavirus/Covid-19

7.3 The Select Committee **NOTED** the contents of the report and **PROVIDED** comments to steer the direction of the work

8. Review of NCH&C and NCC Section 75 Agreement for Community Services

8.1.1 The Committee received the report setting out details of the review of the Section 75 contract with Norfolk Community Health and Care (NCH&C), and the proposed new three plus two-year Section 75 contract with NCH&C.

8.1.2 The Select Committee heard a presentation by the Director of Strategy & Transformation, Adult Social Services; [click here to view presentation:](#)

- Primary care structure across Norfolk and Waveney was changing to primary care networks based around groups of GP practices. There was now a single Clinical Commissioning Group (CCG) for Norfolk and Waveney in place from April 2020. Local delivery groups reported into the Norfolk and Waveney CCG
- Strengthening the social care voice, more robust governance, and joining up of back room processes were important features of the revised agreement

8.2 The following points were discussed and noted

- A Member asked if there was consistency across Norfolk in Social Prescribing; the Director of Strategy & Transformation, Adult Social Services, replied that work was being done to analyse progress with the roll out of social prescribing in Norfolk and **agreed** to circulate work done so far. Consistency was a challenge as the social prescribing model was built on what had already been available locally
- There were differences in the complaints' procedures and performance measures at Norfolk County Council and NCH&C. Monthly meetings were being held to see how this could be overcome
- The Programme Manager, Integrated Care, Adult Social Services, clarified that integration was of senior managers only
- There had been a decline in the number of district nurses; it was suggested that to mitigate this there should be mutually agreed minimum staffing levels in

place across services

- Work would be carried out with organisations to ensure they better understood the Memorandum of Understanding
- The importance of integrating data across organisations was discussed; the Programme Manager, Integrated Care, Adult Social Services, reported that there was ongoing national work seeking to develop a shared care record across all health and social care services. Concurrently a working group of NCH&C and NCC was examining ways to share care information better between the two organisations.
- Officers agreed that SCIE (Social Care Institute for Excellence) outcomes were difficult to measure using questionnaires and that was the reason why in-depth interviews with service users had been used to gauge progress against them. The Programme Manager, Integrated Care, Adult Social Services, **agreed** to send evidence from interviews based on SCIE outcomes to the Select Committee

8.3 The Select Committee **CONSIDERED** and **DISCUSSED** the recommendations contained in Section 4 of Appendix 1 of the report, including the proposal to enter into a new long-term contractual arrangement with Norfolk Community Health and Care

9. Developing an Engagement Strategy for Adult Social Care

9.1 The Select Committee received the report setting out the strategy being developed which aimed to set out a clear framework for engagement, encompassing co-production, involvement, consultation and informing, and to set some principles by which the department could be held to account.

9.2 The following points were discussed and noted

- It was felt work was needed to engage the trust of the disabled and autistic communities.
- It was felt that work was needed on outreach work to promote support available to people after diagnoses; the Chairman noted that professionals giving diagnoses should be giving advice on support available as part of the diagnosis
- A discussion was held on ensuring that the language used in the strategy was accessible for community groups involved in the work, particularly the term “co-production”, and the idea of including a definition next to the term was discussed

9.3 The Select Committee **COMMENTED** on the approach and principles set out in the paper

10. Carers Charter Working Group

10.1 The Select Committee received the report setting out revised terms of reference for the Working Group so that it would become a working group of the Select Committee and be able to continue with its work.

10.2 Cllr Rumsby congratulated the Working Group for their work and thanked Cllr Julie Brociek-Coulton, Members' Carers Champion, for her work on the Group. The Chairman also thanked Cllr Brociek-Coulton, noting that she had a range of knowledge in this area of work

- 10.3 The Select Committee **RECOMMENDED** to Cabinet that the Carers Charter Task and Finish Group be made a working group of the People and Communities Select Committee for the purpose of overseeing the pledges made within the Charter and promoting the principles of the Charter across Norfolk, as set out in Appendix A of the report.

11. Care Quality and the Market Position Task and Finish Group

- 11.1 The Committee considered the report and revised terms of reference tabled at the meeting for the task and finish group proposed by Cllr Tim Adams at the meeting of 29 January 2020 to carry out a deep dive into the care market to understand how the care quality and market position in Norfolk can be improved. See appendix A of these minutes for the revised terms of reference, as discussed at paragraph 1a of the minutes.
- 11.2 The following points were discussed and noted:
- The Chairman put herself forward as Chairman of the Task and Finish Group and nominations for Members of group were put forward from the Select Committee
 - The Chairman **agreed** to circulate dates of the first meeting to the Task and Finish Group Members
 - A discussion was held about coordinating visits for the working group and it was agreed that this would be discussed at the first meeting
 - The Chairman **asked** the Committee Officer to find out whether substitutes on working groups were required to be named or whether they could be un-named
- 11.3 The Select Committee
- a) **REVIEWED** the proposed terms of reference for the Task and Finish Group
 - b) **AGREED** the final version of the terms of reference under which the Task and Finish Group will operate, tabled at the meeting (at appendix A of these minutes)
 - c) **AGREED** to appoint:
 - Cllr Shelagh Gurney as **Chairman** of the task and finish group
 - The following **Members** to the task and finish group:
 - Cllr Sheila Young (Conservative)
 - Cllr Fran Whymark (Conservative)
 - Cllr Brenda Jones (Labour)
 - Cllr Mike Smith-Clare (Labour)
 - Cllr Tim Adams (Liberal Democrats)

12. Development of Public Health Vision and Long-Term Plan 2021-25

- 12.1 The Select Committee received the report detailing the Public Health Vision and Long-Term Plan which set out ambitions for transforming the population health outcomes of Norfolk and heard a presentation by officers; [click here to view presentation](#):
- There had been a move towards focussing on the wider determinants of health in the past years
 - The top 4 priorities were broad to allow a starting point to move forward from
 - Use of data would allow effective targeting of support
- 12.2 The following points were discussed and noted

- A Member asked if the Public Health grant would continue; Officers were waiting for confirmation but had received indication that there was likely to be an increase in the grant in 2021.
- The targeted work around smoking during pregnancy was highlighted, noting that Norfolk was one of the areas in the country with the highest levels
- It was suggested that information on how crime and the causes of crime would be addressed be included in the plan
- Following a query related to supporting healthy relationships in young people, the Head of Public Health Performance & Delivery reported that a new approach to PHSE was being brought in with a focus on relationships, body image and keeping safe
- The Head of Public Health Performance and Delivery **agreed** to provide information on Domestic Abuse Perpetrator programmes that were in place in Norfolk
- Healthy lifestyles transformation was led by a behaviour change specialist;
- Officers were asked how hidden cases of domestic abuse would be targeted and addressed through the plan
- It was noted that joint working on the approach to appropriate housing should be included
- A Member questioned whether the impact of retirees moving to Norfolk had been factored into the plan
- A Member pointed out that lifestyle choice and housing situations which impacted on health were driven by poverty in some communities, which also impacted on the ability of these individuals to make a change

- 12.3 The Select Committee **REVIEWED** the key elements of the proposed public health vision & long-term plan, **NOTED** and **COMMENTED** on:
- a. Overall aim and vision
 - b. Priorities – aligned to the County Plan

13. Forward Work Programme

- 13.1 The Committee received and discussed the forward plan for the Select Committee
- 13.2 Cllr Tim Smith requested an item was added on the outcomes of reablement
- 13.3 The Committee **AGREED** the forward plan with the addition of
- An item on the outcomes of reablement
 - A report on changes which would affect vulnerable young people related to outdoor learning and the possible loss of Holt Hall and Whitlingham Adventure Centre as raised at paragraph 7.2, bullet point 15 of these minutes

The Meeting Closed at 13.02

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

Norfolk County Council - Care Market Position Task & Finish Group

DRAFT Terms of Reference

March 2020

Purpose

The overall purpose of this Care Market Position Task & Finish Group is to better understand the reasons behind the fragility of the adult social care market in Norfolk, the actions being taken to mitigate them and whether there is more we could do to improve the stability of the market.

Scope

In line with the direction of the People and Communities Select Committee, the Task & Finish Group will address the following:

- Carry out a deep dive, examining best practises and other initiatives and consider how the adult social care market position in Norfolk could be improved.
- How to ensure quality in the market.
- How to ensure financial viability within the market.
- How to make working in the social care sector in Norfolk more attractive

The findings and recommendations of the Group will be written up in a report to be presented back to the main Committee.

Ways of working

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

- National policy context.
- Data and evidence about the market in Norfolk
- Review of the current council support for the market
- Research on best practice elsewhere

A schedule of meetings will be arranged and held at County Hall.

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

Meetings will last no longer than two hours

Membership

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

- Chair – *to be decided*
- County Councillors to be agreed
- Gary Heathcote - Director of Commissioning
- Lucy Hohnen – Assistant Director, Workforce Markets and Brokerage
- Tim Weller – Head of Integrated Quality Service

Continuity of membership for the meetings will be important, however substitutes will be able to attend by arrangement with the Chairman.

Timescale

It is anticipated that there will be three meetings of the Task & Finish Group between April and July 2020.