

Scrutiny Committee

Date: **Wednesday 19 August 2020**

Time: **10am**

Venue: **Virtual Meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 19 August 2020 meeting of Norfolk County Council will be held using video conferencing.

The Scrutiny meeting will be broadcast live via this link:

https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/featured?disable_polymer=1

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

Membership:

Cllr Steve Morpew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Roy Brame	Cllr Joe Mooney
Cllr Emma Corlett	Cllr Judy Oliver
Cllr Phillip Duigan	Cllr Richard Price
Cllr Ron Hanton	Cllr Dan Roper
Cllr Chris Jones	Cllr Stefan Aquarone
	Cllr Hayden Thirtle

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms Helen Bates
Mr Paul Dunning

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes from the Meetings held on 22 July 2020

3. Members to Declare any Interests

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

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

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

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

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

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

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

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

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 14 August 2020**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we->

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 14 August 2020**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 3 August 2020 was 4pm on Monday 10 August 2020

8 Covid-19 - Support for shielded and vulnerable people in communities (Page 13)

Report by Executive Director of Strategy and Governance

9 COVID 19 – Norfolk County Council - Internal Processes (Page 24)

Report by Executive Director of Strategy and Governance

10 Briefing on COVID-19 and Strategic and Financial Planning (Page 29)

Report by Executive Director of Finance and Commercial Services

11 Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel (Page 35)

Report by Executive Director of Strategy and Governance

12 Scrutiny Committee Forward Work Programme (Page 40)

Report by Executive Director of Strategy and Governance

Tom McCabe
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Date Agenda Published: 11 August 2020



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Scrutiny Committee

Minutes of the Meeting Held on 22 July 2020
at 10:00 as a virtual teams meeting

Present:

Cllr Steve Morphew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Stefan Aquarone
Cllr Roy Brame
Cllr Emma Corlett
Cllr Phillip Duigan
Cllr Ron Hanton

Cllr Judy Oliver
Cllr Richard Price
Cllr Dan Roper
Cllr Hayden Thirtle

Substitute Members present:

Cllr Rhodri Oliver for Cllr Joe Mooney
Cllr Brenda Jones for Cllr Chris Jones

Parent Governor Representative

Mr Giles Hankinson

Also present (who took a part in the meeting):

Bill Borrett	Cabinet member for Adult Social Care, Public Health and Prevention
Fiona McDiarmid	Executive Director Strategy and Governance
Debbie Bartlett	Adult Social Services Assistant Director - Strategy & Transformation
Craig Chalmers	Director of Community Social Work
Ceri Sumner	Director, Community, Information and Learning
Laura Clear	Director of Community Health and Social Care Operations
Chris Scott	Adult Social Services Assistant Director - Community Commissioning
Lucy Hohnen	Adults Social Services Assistant Director Workforce, Markets & Brokerage
Al Collier	Director of Procurement, Finance and Commercial Services
Dr Louise Smith	Director of Public Health
Helen Edwards	Director of Governance
Martin Hinchliffe	Digital Skills Consultant Strategy and Governance Department
Karen Haywood	Democratic Support and Scrutiny Manager
Tim Shaw	Committee Officer

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Chris Jones (Cllr Brenda Jones substituting), Cllr Joe Mooney (Cllr Rhodri Oliver substituting), Ms Helen Bates (Church Representative) and Mr Paul Dunning (Church Representative).

2 Minutes

- 2.1 The minutes of the meetings held on 29 June 2020 were confirmed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Emma Corlett declared an “Other Interest” for item 8 because she was s Chair of the Trustees of Leeway.
- 3.2 Cllr Hayden Thirtle declared an “Other Interest” for item 8 because he was a Governor at the James Paget University Hospital.

4 Urgent Business

- 4.1 No urgent business was discussed

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

- 6.1 No local Member questions were received.

7. Call In

- 7.1 The Committee noted that there were no call-in items.

8. Covid-19 -Support for Shielded and Vulnerable People in Our Communities

- 8.1 The Executive Director of Strategy and Governance introduced a report that provided a structure for the Committee to consider each of the following areas of work to provide support for shielded and vulnerable people in our communities:
- Shielded and vulnerable – including Care homes
 - PPE
 - Norfolk’s Local Outbreak Control Plan

8.2 RESOLVED

That the Committee note the covering report.

8A Covid-19 Response: Supporting Vulnerable Adults in Norfolk

- 8A.1. The Committee received a report by the Executive Director for Adult Social Services and several PowerPoint presentations from various Council officers that explained the key challenges faced by the Council in providing support for vulnerable adults in Norfolk.

8A.2 The presentations (which can be found on the Committee pages website) covered in detail the following areas of activity:

- Overview; Key Issues and Risks
- Social Care
- Safeguarding
- Delivering essential support and supplies to those most in need
- Befriending support for vulnerable and isolated people
- Outline communications plan to build confidence in the Shielding and general population
- Pathways to information to support people
- Hospital Discharge
- Additional Capacity
- Residential Care

○

8A.3 The issues that were discussed included the following:

- Officers said that over 43,000 vulnerable people in Norfolk were Identified and contacted to offer support whilst shielding. Over 15,000 of the people who were supported by Adult Social Care had had their situations reassessed to ensure that they were coping with the pandemic.
- Adult Social Care had risk assessed around 8,000 vulnerable people before lockdown to ensure contingency plans were in place. This forward planning was a major initiative in ensuring these people were able to cope during the pandemic.
- Officers said the increase in domestic abuse cases during the pandemic had increased the appetite for learning in this area, so domestic abuse information, courses and services would be promoted more extensively in future.
- Councillors asked what could be done (beyond the signposting of information) to support those adults and children who had suffered domestic abuse during the pandemic and to identify and support those who were vulnerable in a second wave. They asked that the Committee examine this issue at a future meeting.
- Officers pointed out that £200,000 of emergency funding was allocated for domestic violence services in the first weeks of lockdown. Now that the lockdown process had come to an end some of the extra money that had been put into the system at the start of the pandemic that remained to be spent would be used to work with perpetrators and the police to prevent domestic abuse from happening in a second wave and to reshape priorities in this area of work.
- In reply to questions about safeguarding issues, Officers said that there was a 25% reduction in safeguarding concerns and a 18% reduction in safeguarding enquires in the lockdown period (compared with March and April 2019). Safeguarding concerns had risen in recent months, signalling a return to more expected levels
- In reply to questions about numbers of safeguarding cases, it was pointed out that the February 2020 safeguarding figures were 402 compared to 312 for June 2020. Figures post June 2020 would be made available to Councillors at a future meeting.
- In reply to other questions, it was pointed out that there would not be a cliff

edge to the support available to the vulnerable when the formal shielding programme was paused on 31 July 2020. Some of the pathways for support for vulnerable people would remain active, particularly in relation to advice about obtaining priority food delivery slots from supermarkets and about the befriending support for vulnerable and isolated people through the work of the Norfolk Vulnerability Hubs. The food hardship fund would also remain in place.

- The Committee also heard that the Council continued to develop a single source of information on services in collaboration with other directories in Norfolk (Lily, Brightmap, Lumi) to provide information at an early stage to those who needed it and to promote self-help.
- The Chair placed on record the Committee's thanks to the Adult Social Care staff for their professionalism and agility in dealing with the challenges that had arisen from the pandemic and in the innovative ways in which they had made Council services more resilient for the future.
- The Cabinet Member for Adult Social Care, Public Health and Protection said that the positive way in which Norfolk people and Adult Social Care staff had responded to the emergency, when taken together with the positive changes in relationships with partner organisations that had arisen from the adoption of the most recent Norfolk Health and Wellbeing Strategy, were big game changers in limiting the impact of the pandemic.
- The Cabinet Member added that the County Council was providing an input into the NHS recovery plan and recovery plans of partner organisations.
- The Vice-Chair and other Councillors spoke about the importance of putting in place lasting legacies as a result of the pandemic and protocols that were embedded in adult social care operating models in ways that they would not be lost.
- The Vice-Chair asked for the Committee to hear at a future meeting about the lessons that had been learnt on how to support the Independent Care Home Sector (where the CQC was responsible for inspections) in its dealings with acute hospitals at a time when there might be a second wave of the pandemic and acute hospitals would be looking to discharge patients safely but quickly into the community.
- Officers said that a whole-system process had been put in place for hospital discharge of people who were COVID-19 positive or negative. The discharge protocol included making use of a new step-down facility that was established at Cawston Lodge.
- In reply to questions, officers pointed out the ASC had put in place a capacity tracker mechanism (and other forms of soft intelligence) to provide a picture of the number of people who worked across more than one care setting. The measures that were in place, and the financial support made available to care homes, had helped to reduce the number of people who worked in this way. The Committee required further detail on this matter at a future meeting.
- Councillors said that it was critical for the Council not to lose the effective working and support for the care market post-COVID and to embed that approach in business as usual.
- The Cabinet Member said that many of the more positive changes that arose from the pandemic were of things that the Council had wanted to do for many years. As a result of the pandemic the NHS better understood the requirements of adult social care.
- Officers said that depending on budgetary considerations, the move by Adult Social Care to a more extended seven days a week service would continue

but would need to be proportionate to changes in NHS discharge arrangements at weekends and the requirements of Care Home providers.

- It was pointed out that Adult Social Care had re-organised hospital discharge teams over a very short period to adapt to new ways of working and had included mental health in the discharge arrangements, which had greatly improved matters on previous delays. The pandemic had, however, illustrated that there would always be unforeseen problems. Adult Social Care had demonstrated its ability to be agile in developing responses to those problems.
- Councillors said that some care providers had experienced difficulties with obtaining and using Personal Protective Equipment (PPE). Officers said that this was an issue at the start of the pandemic until care home staff became familiar with the use of the equipment. Care providers had benefited from the help and support provided by the County Council on the correct use of PPE. There were 19 changes in guidance on face-to-face working and PPE requirements communicated to staff and care homes as a result of the pandemic.
- Officers said that the intensity of the emergency had accelerated the Council and partner organisations understanding of whole system working; organisations like NORCA were increasingly vital in ensuring that the voice of the care market was strengthened.
- In response to the pandemic a multi-disciplinary outbreak team was established with a quality monitoring officer, infection control nurses and public health consultants to respond to outbreaks and prevent further outbreaks. Those care homes of most concern in terms of infection control had a greater degree of scrutiny placed on them.
- Councillors asked for data at future meetings on numbers of cases and timelines (including benchmarks with other Councils) to be placed on the actions taken by the Council during the pandemic.
- Officers said that communications across adult social care teams, with partner organisations and the public were strengthened through digital methods. This helped to ensure a sense of shared purpose and to keep everyone informed.
- It was pointed out by Councillors that many informal carers had felt isolated during the pandemic and had concerns about the use of personal budgets and about whether they would be able to retain any unspent monies in their accounts. Concerns were also expressed by Councillors about how well equipped some vulnerable people were to support personal assistants with PPE and to deal with furloughing issues.
- In addition, Councillors said that there were learning issues around families in need of respite care, of individuals with impediments struggling to comply with social distancing rules, particularly when out walking on the streets with guide dogs, and of individuals in need of support with sign language issues.
- In reply, officers said that these issues had presented the Council with difficulties at the start of the pandemic, particularly about how it should apply the Care Act. As the pandemic progressed, guidance on how to apply the Act in more imaginative ways had allowed for personal budgets to be used more widely than for only traditionally assessed eligibility needs. Those in receipt of direct payments were contacted on a regular basis throughout the pandemic and lessons learnt about the areas of care where additional support was most needed. Twenty weeks of direct payments would remain in carers accounts and not be reclaimed as unspent monies.

- Government guidance had made it clear that because of the risks to service users it was not possible to provide day care services in the community during the pandemic. It was pointed out that guaranteed payments were made to day care providers when day centres were closed. Officers had recently contacted day care providers to ask for details by 31 July 2020 of their transition plans for providing day care services after the pandemic and their financial models for maintaining services. When this piece of work was complete it would be reported back to the Committee.
- Councillors heard that those individuals with learning disabilities whose usual activities were stopped because of social distancing were contacted to offer support and to check on their welfare. This level of support had continued after the pandemic.
- A Councillor said that there should be an independent local enquiry into the pandemic at the earliest possible opportunity. Other Councillors expressed a wide range of views as to if this was the best approach to take on this issue.
- Officers said that it was too early to say what changes would be made in the adult social care operating models in the long term as a result of the pandemic.
- In reply to questions from the Vice-Chairman it was pointed out that partner organisations were being asked to give publicity to the dangers of scams of the most vulnerable.

8A.4 **RESOLVED**

That the Committee:

- **Note the report and place on record thanks to the officers from Adult Social Care on their helpful presentations and to all Adult Social Care staff on their hard work in providing the Council's response to the Covid-19 pandemic.**
- **Ask for follow up information at a future meeting on the following issues:**
 - **support for those adults and children who have been identified as having suffered domestic abuse during the pandemic;**
 - **evidence to show that newly introduced tracker measures have made a significant difference;**
 - **numbers of cases and timelines (including benchmarks with other Councils) that can be placed on the actions taken by the Council during the pandemic;**
 - **lessons that have been learnt about how the CC can support the Independent Care Home Sector.**

8B **Personal protective equipment for the Covid-19 pandemic**

8B.1 The Committee received a report by the Director of Procurement about how successful the Council was in procuring personal protective equipment (PPE) for use by its staff and education, health and care providers, on its own behalf and on behalf of the Norfolk Resilience Forum, of which it was a member.

8B.2 The issues that were discussed included the following

- Adult Social Services had ordered a 'buffer' stock of PPE for its own

purposes around 15 February. A further corporate stock was ordered on 3 March.

- The difficulty was in assisting those outside of the Council to obtain equipment from mid-March to mid-April 2020.
- The Council had a stockpile of PPE that could be make available in the autumn/winter if necessary and would take a view in the New Year as to whether a longer-term stockpile was required.
- Councillors referred to the speed in which local businesses, the voluntary and community sector and the UEA had helped to provide hand sanitiser and develop a local apron supply chain.

8B.3 **RESOLVED**

That the Committee

- **Note the information provided in this report on the provision of Personal Protective Equipment and place on record thanks to the local businesses, the voluntary and community sector and the UEA who have helped provide hand sanitiser and develop a local apron supply chain.**
- **Place on record thanks to the Director of Procurement on the Council's relative success in PPE sourcing which was achieved through the establishment at a relatively early stage of a dedicated procurement team.**

8C **Local Outbreak Control Plan**

8C.1 The Committee received a report and PowerPoint presentation (available on the committee pages website) by the Director of Public Health about the Local Outbreak Control Plan that set out how Norfolk was preparing for people, businesses and communities to go about their normal daily lives as safely as possible whilst the Covid-19 pandemic remained.

8C.2 The issues that were discussed included the following:

- The Committee discussed the different levels of responsibility and joint management arrangements at the national and local level for the control of outbreaks.
- The Committee also discussed the arrangements for NHS Test and Trace (which was a national responsibility), arrangements for dealing with outbreaks of Covid-19 in care homes and in prisons, the requirements of those in need of additional support and the responsibilities of employers and the public for dealing with future outbreaks in places of work and in holiday settings.
- The Director of Public Health said that decisions about the level of responsibility that the County Council might take on for contact tracing had yet to be reached with the DFH. Such decisions were likely to be made on a "settings by settings" basis.
- It was pointed out that information about Covid-19 would next be sent to Norfolk households in August 2020. At Councillors request this would include information on the use of face coverings.

- There was a risk that outbreak information, participation in NHS Test and Trace and testing data might not be provided in a timely manner to implement an effective local response.
- Councillors wanted to be further assured at a future meeting that the Council had all the data that it needed (and in the right form) for Public Health to do their job and for the local control system to work successfully.
- Councillors also wanted to be assured that robust systems of leadership and accountability were being put in place for “test and trace”. They asked for details regarding the size of this aspect of the “test and trace” task in relation to care homes.

8C.3 RESOLVED

That the Committee thank the Director of Public Health on what was a detailed and helpful presentation and to ask for additional information on the issues raised in this meeting when the Committee next considers the local Outbreak Control Plan.

9 Briefing on COVID-19 and Strategic and Financial Planning

9.1 This item was deferred to the following meeting.

10. Scrutiny Committee Forward Work Programme

10.1 The Committee received a draft of the forward work programme.

10.2 RESOLVED

That the Committee agree its forward work programme as set out in a report by the Executive Director of Strategy and Governance.

The meeting concluded at 15:30

Chair

Report to Scrutiny Committee

Report title:	COVID 19 – Support for shielded and vulnerable people in communities
Date of meeting:	19 August 2020
Responsible Cabinet Member:	Bill Borrett – Cabinet Member for Adult Social Care, Public Health and Prevention John Fisher – Cabinet Member for Children’s Services
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
<p>Actions required</p> <p>The Scrutiny Committee is asked to consider:</p> <ul style="list-style-type: none"> the attached report and presentations in the meeting. whether there are any issues for further scrutiny at a future meeting, focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning. 	

1. Background and Purpose

- 1.1. At the Scrutiny Committee held on 27 May 2020 Members considered a forward programme of scrutiny regarding the County Council’s response to COVID 19. Members were asked to highlight areas for consideration focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning and this has formed the basis of the Committee’s work since May.
- 1.2. Scrutiny Committee have been considering several areas of work over the past few months which to date have focused on the following key areas:
 - Supporting children, young people and families during the crisis (Meeting held on 23 June 2020, and also the reconvened meeting on 29 June 2020)
 - Support for shielded and vulnerable people in our communities (Meeting held on 22 July 2020)
- 1.3. At the last meeting of Scrutiny Committee on 22 July 2020 Members considered a report on the COVID 19 response to supporting vulnerable adults in Norfolk. A copy can be found at the County Council’s website [here](#). Due to the complexity

of the subject matter there were several issues still outstanding at the end of the meeting that the Committee considered still needed to be addressed. These were:

- Support for those adults and children who had been identified as having suffered domestic abuse during the pandemic;
- Use of the capacity tracker and other forms of soft intelligence by Adult Social Care in care settings and how this has made a difference
- Numbers of cases and timelines (including benchmarks with other Councils) that could be placed on the actions taken by the Council during the pandemic?
- Lessons that have been learnt about how NCC can support the Independent Care Home Sector.
- What robust systems of leadership and responsibility would be put in place to ensure that “test and trace” works well for those living and working in a care home setting? What is the size of this aspect of the test and trace task?
- Are the data systems available to Public health adequate for them to do their job and for the local control system to work successfully?
- Does the Council have all the data that it needs regarding and in the right form for it to tackle all the issues?

1.4. The meeting today will consider a short presentation from the Executive Director of Adult Social Care providing an update on these issues. The presentation will also focus on issues regarding data around care homes.

1.5. At its meeting on 23rd June 2020 (reconvened on 29th June) Scrutiny Committee considered the response of Children’s Services to the COVID 19 pandemic. A copy of the report can be found at the County Council’s website [here](#). In advance of the return of all children to school in September 2020 the Chair has asked for a brief update on the current situation addressing concerns raised by the Cabinet member for Children’s Services at the Cabinet meeting on 3 August 2020 regarding a possible increase in referrals once children returned to school and how this would be managed. Further details on this issue is provided by the Executive Director of Children’s Services at Appendix A regarding surge planning and there will be a short presentation to the Committee providing up to date information.

2. Proposals

2.1. The focus for Scrutiny Committee today will be on addressing the outstanding issues relating to the response from Children’s Services and Adult Social Care to support for children and vulnerable people in Norfolk communities during the COVID 19 pandemic.

2.2. As the current situation is constantly changing Officers will provide short presentations on the issues raised above with the most up to date information.

3. Resource Implications

3.1. **Staff:**

The County Council is still in the middle of this crisis and the main focus for Officers will be in dealing with the crisis. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

3.2. **Property:**

None

3.3. **IT:**

None

4. Other Implications

4.1. **Legal Implications:**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Regulations") sets out the framework for Councils to hold Council meetings remotely.

4.2. **Human Rights implications**

None

4.3. **Equality Impact Assessment (EqIA) (this must be included)**

None

4.4. **Health and Safety implications** (where appropriate)

None

4.5. **Sustainability implications** (where appropriate)

None

4.6. **Any other implications**

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

6.1. Select Committees are receiving updates on COVID 19, addressing the response from their own service areas. The Scrutiny Committee should take into consideration any work being undertaken by the Select Committees in deciding any areas for future scrutiny.

7. Recommendation

7.1. The Scrutiny Committee is asked to consider:

- the attached report and presentations in the meeting.
- whether there are any issues for further scrutiny at future meeting, focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning.

8. Background Papers

8.1. [Scrutiny Committee meeting : 27 May 2020](#)
[Scrutiny Committee meeting 29 June 2020](#)

Officer Contact

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

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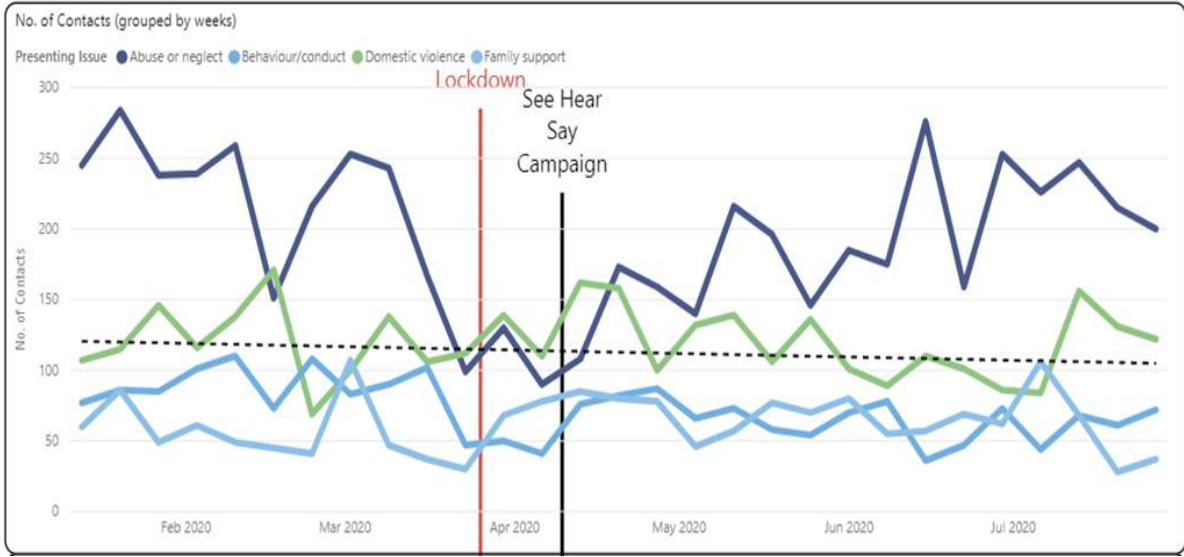


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Appendix A

Decision making report title:	Surge Planning – Children’s Services
Date of meeting:	19 August 2020
Responsible Cabinet Member:	Cllr John Fisher (Cabinet Member for Children’s Services)
Responsible Director:	Sara Tough, Executive Director for Children’s Services
<p>Introduction</p> <p>An overview of projections in relation to patterns of demand anticipated in Children’s Services in the coming months and how the Department intends to respond.</p> <p>Executive Summary</p> <p>Throughout the pandemic Children’s Services has seen a sustained drop in the number of referrals received by our Children Advice and Duty Service (CADS). It has also been covered by national media that a surge in referrals is expected to coincide with children returning to school in September. Children’s Services has been planning and preparing to address any surge and demand that occurs.</p> <p>The report provides a brief overview but will be accompanied by a presentation to Committee and an opportunity for members to ask questions.</p>	

1.	Background and Purpose
1.1.	The global COVID-19 pandemic has been unprecedented in living memory. The impact for individuals, families, communities and wider society is significant and will be long lasting. With whole swathes of normal life locked down, the focus of Children’s Services and our partners has been to ensure children and young people are as safe as they can be, in a context where many of the existing protective factors in children’s lives are temporarily absent or limited.
1.2.	Demand for safeguarding services in Norfolk, following national patterns, has been suppressed during this period, and although this has gradually increased since the initial phase of lockdown, it still remains below normal and expected levels. With a lack of ordinary levels of eyes and ears on children, and through a prolonged period where a number of risk factors are likely to have been exacerbated eg Domestic Violence, Exploitation, Mental Health), there are concerns that as restrictions are easing and children expected to return to school in September, that there will be a level or surge or spike in referrals, with potentially a compounded level of need and complexity.

1.3.	Therefore, in Children's Services we anticipate a further increase in demand during the Autumn, and the diagram below illustrates this point.
2.	Proposals
2.1	Demand for Children's Social Care
2.1.1	Despite publicity campaigns, extended hours and a dedicated line for children and young people, our front door Children's Advice and Duty Service (CADS) has experienced a significant and sustained drop in referrals during the pandemic lockdown period. At the onset, this had fallen to around about 50% of volumes.
2.1.2	<p>As the pandemic has progressed this has gradually increased to around 85-90% at the end of July 2020. Contacts to CADS have recovered far quicker, but proportionally are made up of lower level concerns not requiring a Social Work or Family Support case holding service. In the past 4-5 weeks there has been a much higher proportion of contacts relating to DV, and child exploitation referrals have started to go up.</p>  <p>The graph illustrates the weekly volume of contacts for four categories: Abuse or neglect, Behaviour/conduct, Domestic violence, and Family support. A significant drop in all categories is observed during the initial lockdown in April 2020. Following the lockdown, there is a general upward trend in contacts across all categories, with Abuse or neglect showing the highest volume and Domestic violence showing a notable increase in the latter half of the period shown.</p>
2.1.3	Consequently, the caseload of social care teams did reduce in the early weeks of the pandemic and initially this meant that despite some staff being unavailable we had sufficient capacity in case holding teams. This is still the case, but we are now seeing caseloads heading back toward pre-COVID levels and are aware that teams are under increasing strain.
2.2	Planning for demand across the coming months
2.2.1	Recognising that referrals have been lower than usual in the past few months, there is a likelihood that when schools return in September, some of this 'missed demand' will come through.

2.2.2	<p>Norfolk's Children's Social Care Services (like all Local Authorities) are therefore modelling for a potential surge in contacts and referrals. We are also working with our partners to see what this might look like for them and how we can work together to plan for it.</p> <p>Our scenario planning has identified three possible models:</p> <ul style="list-style-type: none"> • an early surge in the summer, • a surge in September • a slower growth over a longer period.
2.2.3	<p>On average 3711 contacts a month come through CADS. On modelling a likely scenario, a surge of referrals in September this could increase to around 4600 a month for an undefined period.</p>
2.2.4	<p>Similarly, we might expect the volume of work requiring a Children's Social Care service resulting from these contacts to also increase, and as a greater proportion, potentially resulting in an additional 518 Social Work Assessments a month.</p>
2.2.5	<p>The presentation to Committee will provide further detail on this modelling, and our response and capacity planning based on our predicted scenarios, as well as contingency should this exceed anticipated levels. In partnership with other agencies, we are building joint plans and identifying the risks associated with a surge at different points in the next 12 months. Additionally, we are exploring longer-term effects on the Children in Care population as a knock-on effect of unmet need being presented to us at the earliest opportunity.</p>
2.2.6	<p>The number of children in care in Norfolk was reducing steadily prior to the pandemic. During the peak of the lockdown period the numbers were very stable overall, with fewer children coming into care but fewer exiting. In the last few weeks, we have now started to see numbers in care falling again gradually as the strength of our approach and edge of care services continue to impact. Clearly there is the potential for this trend to reverse in the autumn if the anticipated surge in cases comes to pass.</p>

	<div> <div> <p>LAC - Rate per 10K Under-18s</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Rate per 10K Under-18s</th> </tr> </thead> <tbody> <tr><td>Jun-19</td><td>70</td></tr> <tr><td>Jul-19</td><td>69</td></tr> <tr><td>Aug-19</td><td>68</td></tr> <tr><td>Sep-19</td><td>67</td></tr> <tr><td>Oct-19</td><td>68</td></tr> <tr><td>Nov-19</td><td>67</td></tr> <tr><td>Dec-19</td><td>67</td></tr> <tr><td>Jan-20</td><td>66</td></tr> <tr><td>Feb-20</td><td>66</td></tr> <tr><td>Mar-20</td><td>65</td></tr> <tr><td>Apr-20</td><td>66</td></tr> <tr><td>May-20</td><td>66</td></tr> <tr><td>Jun-20</td><td>65</td></tr> </tbody> </table> </div> <div> <p>No. Looked-After Children</p> <table border="1"> <thead> <tr> <th>Month</th> <th>No. Looked-After Children</th> </tr> </thead> <tbody> <tr><td>Jun-19</td><td>1180</td></tr> <tr><td>Jul-19</td><td>1170</td></tr> <tr><td>Aug-19</td><td>1160</td></tr> <tr><td>Sep-19</td><td>1150</td></tr> <tr><td>Oct-19</td><td>1140</td></tr> <tr><td>Nov-19</td><td>1130</td></tr> <tr><td>Dec-19</td><td>1120</td></tr> <tr><td>Jan-20</td><td>1110</td></tr> <tr><td>Feb-20</td><td>1100</td></tr> <tr><td>Mar-20</td><td>1090</td></tr> <tr><td>Apr-20</td><td>1080</td></tr> <tr><td>May-20</td><td>1070</td></tr> <tr><td>Jun-20</td><td>1060</td></tr> </tbody> </table> </div> </div>	Month	Rate per 10K Under-18s	Jun-19	70	Jul-19	69	Aug-19	68	Sep-19	67	Oct-19	68	Nov-19	67	Dec-19	67	Jan-20	66	Feb-20	66	Mar-20	65	Apr-20	66	May-20	66	Jun-20	65	Month	No. Looked-After Children	Jun-19	1180	Jul-19	1170	Aug-19	1160	Sep-19	1150	Oct-19	1140	Nov-19	1130	Dec-19	1120	Jan-20	1110	Feb-20	1100	Mar-20	1090	Apr-20	1080	May-20	1070	Jun-20	1060
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2.3	Wider areas of need and demand																																																								
2.3.1	Looking beyond the lens of Children's Social Care, we have been working since the outset to consider as a partnership how other aspects of need will be impacted by the pandemic, and what this might mean for the way we need to respond.																																																								
2.3.2	<p>Children's Services have worked with partners to build an initial evidence base about Norfolk's children and young people's needs across a number of themes:</p> <div> <div> <p>Mental Health & Emotional Wellbeing for children and families including concerns about C-19 and challenges at home</p> <p>Needs around Domestic Abuse & Family Relationships and inability to escape abusive situations</p> <p>Substance Misuse needs, linked to mental health</p> <p>Individuals and organised Online Exploitation groups using the situation as an opportunity</p> <p>Reduction in availability of Respite support for children and young people with SEND</p> </div> <div> <p>Young Carers experiencing increased pressure and worry</p> <p>Increased levels of Bereavement exacerbated by reduction in normal support mechanisms</p> <p>Unmet health and developmental needs arising from late/no presentation or support</p> <p>Reduction in Language Acquisition for vulnerable groups during education gap</p> <p>Supporting children & young people transitioning back to school</p> <p>VCSE Sector capacity, delivery and funding pressures</p> </div> </div>																																																								
2.4	Responding to the increases and changes in demand																																																								
2.4.1	<p>The presentation to be given at Committee will provide further detail in relation to the required capacity and how we plan to respond to these projected patterns of need.</p> <p>Some key aspects will be;</p>																																																								

	<ul style="list-style-type: none"> Continuing some of the work in this phase of Covid-19 – supporting local networks, community capacity and communication to continue to flourish. Working with partner agencies to consider how they can start to resume some more/all aspects of the wider early intervention offer. A focus on early intervention & prevention, investment in the early help pathways and support – with a particular emphasis on the use of family networking and family support plans (rather than Social Work assessments). A rolling recruitment process is in place with potential to recruit additional staff over the summer months. Consider how to best utilise Pathway Adviser support to route cases into Tier 2 early help when they are referred to CADS, ensuring only those cases of greatest need and risk are assessed by social care via Social Work or Family Support teams. Close ongoing monitoring of the actual levels of contacts and assessments in social care – which will give us an indication of which of the theoretical scenarios is playing out in reality and trigger deployment of additional identified resources at any given point. Mapping where other Social Worker capacity and Family Support capacity could be drawn from within Children's Services (e.g. Fostering and Adoption, Quality Assurance, Independent Reviewing Officers and staff from Communities and Partnerships teams for Family Support). Mapping what total case holding capacity we would have in teams once all this capacity has been brought in – e.g. if we pull all our potential case-holders in, this is the maximum number of cases we could hold. Identifying other different roles (skill mix) that could be drawn on to support case holders with all non-essential tasks and ensure they can be fully focussed on the immediate priorities of case management. Outlining contingencies should surge in demand significantly exceed expected levels, eg ceasing certain activities, seeking DfE exemptions etc.
3.	Financial Implications
3.1.	At this stage work is ongoing to understand the full financial implications for Children's Services of the Covid 19 crisis.
4.	Resource Implications
4.1.	Staff:
	Staff across the County Council have taken on new or changed activities to ensure critical response activities can be delivered.
4.2.	Property:
	None
4.3.	IT:

	None
5.	Other Implications
5.1.	Legal Implications
	<p>The Civil Contingencies Act 2004, and associated guidance, sets out the legislative basis for dealing with emergencies. This includes specific responsibilities placed on the County Council as a Category 1 responder; a copy of the Cabinet Office's short guide to the Civil Contingencies Act 2004 is included at Appendix A.</p> <p>The Coronavirus Act 2020 includes provision for a number of new powers and duties. This includes, at Schedule 28, powers for local authorities to support local and national death management.</p>
5.2.	Human Rights implications
	None
5.3.	Equality Impact Assessment (EqIA) (this <u>must</u> be included)
	None
5.4.	Health and Safety implications (where appropriate)
	None
5.5.	Any other implications
6.	Risk Implications/Assessment
6.1.	None
7.	Select Committee comments
7.1.	None
8.	Background Papers
	None

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Report to Scrutiny Committee

Report title:	COVID 19 – Norfolk County Council - Internal processes
Date of meeting:	19 August 2020
Responsible Cabinet Member:	Andrew Proctor – Leader & Cabinet Member for Strategy & Governance.
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
<p>Actions required</p> <p>The Scrutiny Committee is asked to consider:</p> <ul style="list-style-type: none"> the attached report and presentations in the meeting. whether there are any issues for further scrutiny at a future meeting, focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning. 	

1. Background and Purpose

- 1.1. At the Scrutiny Committee held on 27 May 2020 Members considered a forward programme of scrutiny regarding the County Council's response to COVID 19. Meetings to date have focused on the following areas of work:

- Supporting children, young people and families during the crisis (Meeting held on 23 June 2020, and reconvened on 29 June 2020)
- Support for shielded and vulnerable people in our communities (Meeting held on 22 July 2020)

- 1.2. Scrutiny Committee have agreed that today's meeting will consider those internal processes that have supported Members and the democratic functions of the County Council during the COVID 19 crisis, including governance arrangements, ICT support and communications, both internal and external to the Council.

1.3. Governance Arrangements

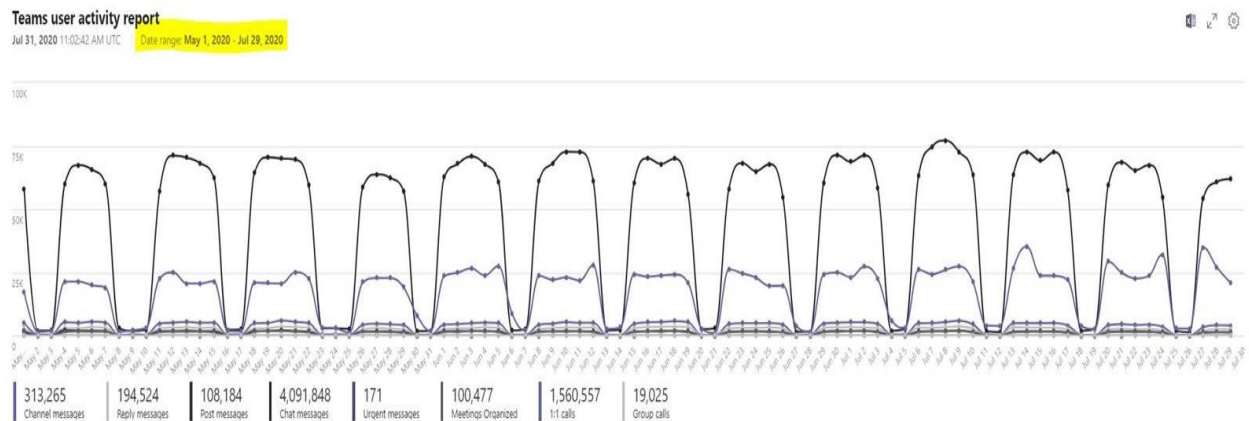
On 23rd March 2020 the UK entered a national lockdown in response to the emerging COVID 19 crisis. In the week prior to this Norfolk County Council staff, that were able to do so, were instructed to work from home and any Committee meetings due to be held that week did not go ahead. The full Council meeting, due to be held on 23rd March 2020 was cancelled and any subsequent Committee meetings were postponed pending changes to regulations by the Government to allow for remote meetings. Any formal

decisions that needed to be made during this period were dealt with under Cabinet Member and Executive Director delegated powers and were publicised on the County Council's website [here](#).

- 1.4. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April 2020 and allowed for local authority meetings in England to be held remotely. Work was undertaken with colleagues in ICT to ensure that the County Council had the appropriate IT in place to support remote meetings. The Director of IMT has provided further details on this work within the report below.
- 1.5. Priority was first given to holding remote meetings of Cabinet and Scrutiny Committee, with the County Council holding its first remote meeting of Cabinet on 11 May 2020. The County Council held almost all scheduled public meetings remotely by July 2020, with the full Council meeting on 20th July 2020. All meetings have been streamed live onto YouTube and are available for the public to view live. Where meeting procedures allow, members of the public have been able to put forward questions to Committees and participate in meetings as they would have done previously where meetings had been held in County Hall.
- 1.6. The move towards holding our public Committee meetings remotely has been a significant change for both Members and Officers. To support Members a programme of training was implemented with a focus on the practicalities, protocols and etiquette of remote meetings. This sought to provide:
 - General training for all Members on MS Teams
 - Specific support for Committee Chairs and Vice Chairs focusing on their role in meetings and advice on the relevant regulations
 - Whole Committee training held prior to meetings focusing on relevant needs, for example Planning (Regulatory) Committee. District Council and non NCC members sitting on Committees were also invited to attend any sessions.
 - Training for all County Councillors prior to the AGM in July.
 - Targeted 1:1 support for Members
- 1.7. Government regulations allowing for remote meetings are currently in place until 7 May 2021 and we will therefore continue to ensure that we support Members to enable them to attend and contribute to remote these meetings during this time. We will continue to provide 1:1 training for those Members that need it and to adopt good practice from other local authorities to ensure that our remote meetings are as accessible as possible for Members, and members of the public, to allow our democratic processes to continue.
- 1.8. **ICT**
Since staff were required to work from home after the outbreak of Covid-19, there has been an average of 5,000 staff (and elected members) connecting to council systems each week day (and 1,000 over the weekend). All had access to Teams from day one and 1,100 had access to soft telephony as well (that means using Teams for external telephone calling). The soft telephony was rolled out to all staff that needed it in priority order over the first few weeks of lockdown. Since then all staff have had access to Teams for remote meetings and calling with high levels of availability and continuously improving voice and video quality as network and systems have been optimised. Zoom was also made available for Social Workers in particular to have access to an additional tool to connect with residents.
- 1.9. Over 5,000 sessions of Teams training (delivered using Teams) has now been provided to staff to help them use the system really well. The IMT service desk has also

provided one to one support where needed. 16 training sessions plus one to ones have been conducted with Democratic Services and elected members and over 20 public meetings have been delivered using Teams and streamed to YouTube. Regrettably one of the first 22 streamed meetings failed when a new technology was introduced, but this has since been resolved and contingencies added such that it has subsequently worked well.

- 1.10. Teams use by officers has been extensive internally and with our wider Norfolk Public Service colleagues across the NHS and Norfolk's City, districts and borough councils. Usage data shows that over the last 90 days the system has been used for over 100,000 meetings, 1.5 million 1:1 calls and nearly 5 million real time messages.



- 1.11. The Teams platform is constantly evolving and improving, with the most recent edition allowing up to 49 video feeds on screen at once.

1.12. Communications

At the start of the Covid -19 outbreak, the communications function of the council had to adapt how it worked to support the Norfolk wide response to Covid led by the Norfolk Resilience Forum (NRF) and to continue to deliver the councils key communications both externally and internally to staff, elected members and key stakeholders.

- 1.13. The team still has the responsibility of being the chair of communications for the Strategic Co-ordinating Group (SCG) and at the time was also vice chair of the Tactical Co-ordinating Group (TCG) of the NRF with the task of co-ordinating and supporting all partners to work together to inform the public as clearly and as regularly as possible to help tackle the threat to our communities.
- 1.14. Through the NRF, and as NCC, the team communicated approved national and locally generated key messages and required behaviour changes daily to inform Norfolk residents on the latest information, guidance and advice. This included managing the central media office for the NRF alongside NCC which had a peak of up to 30 media calls a day in March and April and combined led to 2,500 stories and 11 central information campaigns with 257 designed assets.
- 1.15. Processes for internal and external communications were established to bring a co-ordinated and consistent approach. These included extending the standard working hours from 6am - 8pm immediately, daily media briefings for NCC and NRF, daily staff updates and manager guidance, thrice weekly member briefings and an MP briefing every Friday.

2. Proposals

- 2.1. The focus for Scrutiny Committee today is to consider those internal processes that have supported Members and the democratic functions of the County Council during the COVID 19 crisis, including governance arrangements, ICT support and communications, both internal and external to the Council.
- 2.2. As the current situation is still constantly changing Officers will provide short presentations expanding on the issues raised above to provide Members with the most up to date information.

3. Resource Implications

3.1. Staff:

The County Council is still in the middle of this crisis and the main focus for Officers will be in dealing with the crisis. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

3.2. Property:

None

3.3. IT:

None

4. Other Implications

4.1. Legal Implications:

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Regulations") sets out the framework for Councils to hold Council meetings remotely.

4.2. Human Rights implications

None

4.3. Equality Impact Assessment (EqIA) (this must be included)

None

4.4. Health and Safety implications (where appropriate)

None

4.5. Sustainability implications (where appropriate)

None

4.6. Any other implications

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

- 6.1. Select Committees are receiving updates on COVID 19, addressing the response from their own service areas. The Scrutiny Committee should take into consideration any work being undertaken by the Select Committees in deciding any areas for future scrutiny.

7. Recommendation

7.1. The Scrutiny Committee is asked to consider:

- the attached reports and presentations in the meeting.

- whether there are any issues for further scrutiny at future meeting, focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning.

8. Background Papers

8.1. [Scrutiny Committee meeting : 27 May 2020](#)

Officer Contact

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Scrutiny Committee

Item 10

Decision making report title:	Briefing on COVID-19 and Strategic and Financial Planning
Date of meeting:	19 August 2020
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services
Executive Summary The Chair has invited the Cabinet Member for Finance, and the Executive Director of Finance and Commercial Services, to this meeting to provide Scrutiny Committee with a briefing on the Council's current and future financial position. This will ensure that the Committee better understands the Council's strategic financial planning process and can undertake a more effective role in its scrutiny.	
Recommendations 1. To consider the County Council's current and future strategic and financial planning and to consider the next steps for future scrutiny.	

1. Background and Purpose

- 1.1. The Chair of the Scrutiny Committee has proposed that the Committee should seek to understand the Council's current and future financial position, budget process, and has asked the Cabinet Member for Finance, and the Executive Director of Finance and Commercial Services, to the meeting to brief the Committee.

2. Proposals

- 2.1. Copies of the following reports, taken to Cabinet on 8 June 2020 and 3 August 2020, are attached as background information for the Committee to consider:

[Strategic and Financial Planning 2021-22](#)

[Finance Monitoring Report 2020-21 P3: June 2020](#)

- 2.2. In considering the briefing by the Cabinet Member for Finance and the Executive Director for Finance and Commercial Services the Committee may wish to consider the:

- Budget Timetable

- Proposed allocation of savings targets
- Recent Government Funding Announcement

2.3. Budget Timetable from 8 June Cabinet Strategic and Financial Planning 2021-22 report

Table 1: Budget setting timetable 2021-22

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

**Dates or activities to be confirmed*

2.4. Proposed allocation of savings from 8 June Cabinet Strategic and Financial Planning 2021-22 report

Table 2: Proposed allocation of savings targets 2021-22 to 2024-25

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

2.5. Recent Government Funding Announcement

On 2 July 2020, the Government made further announcements of a “comprehensive new funding package” for local government¹, which includes the following elements:

- **Tranche 3 of the COVID grant** allocation, which will total £500m, bringing the total direct support to local government to £3.7bn (excluding separate allocations such as “track and trace” and the Infection Control Fund etc). As with the first two tranches, this grant will be un-ringfenced. The individual allocations remain to be confirmed, but the letter from the Minister for Regional Growth and Local Government, Simon Clarke MP, sets out that the Government has “created a new formula for the additional £500 million. This formula will reflect the factors which the returns have told us correlate most closely with your expenditure, and will take account of population, deprivation and the way that service costs vary across the country.” As a result, the allocations may look significantly different from those provided in the first two tranches.
- A new **scheme to help reimburse lost income**: Councils will be expected to bear the first 5% of losses compared to their budgeted income – reflecting the fact these income sources are volatile from year to year – but the Government will support those worst affected by covering 75p in every pound of losses beyond this. The Minister’s letter highlights the expectation that this new scheme of further financial support will “mean that your previous allocations can go further in meeting the expenditure pressures posed by the pandemic.” The Government will set out further details of the scope of this scheme, including the principles under which it intends to cover losses, ahead of the first process of collecting, calculating, and compensating for relevant losses. It remains to be seen what criteria the Government specifies, and any compensation will be highly dependent on the terms of the scheme, and the level / methodology applied to assessing the 5% threshold. The Secretary of State has stated that

¹ <https://www.gov.uk/government/news/comprehensive-new-funding-package-for-councils-to-help-address-coronavirus-pressure-and-cover-lost-income-during-the-pandemic>

the scheme will “flex up and down depending on the true cost to local councils that we will only learn over the course of the year.” He has acknowledged that the scheme may cost “potentially many billions of pounds.”²

- The Government has outlined **measures to address the impact on Council Tax and Business Rates**, which it considers cannot be predicted with certainty at this stage. The proposed approach is to:
 - Enable any deficits are to be repayable over a three year period rather than one.
 - To agree at the Spending Review, a “fair apportionment” of irrecoverable council tax and business rates losses, between central and local government, for 2020 to 2021.

At the time of writing this report, Norfolk County Council’s tranche 3 allocation has been confirmed at £6.001m and this has been reflected in the August Cabinet Finance Monitoring report. Further details of the remaining elements of the new package are awaited from the Government and will be needed in order to fully quantify the likely impact on the Council’s currently identified shortfall related to COVID-19’. However, clearly the new package has the potential to both mitigate the 2020-21 impact and support the 2021-22 budget setting process.

3. Impact of the Proposal

- 3.1. Highlighted in background papers.

4. Evidence and Reasons for Decision

- 4.1. Highlighted in background papers.

5. Financial Implications

- 5.1. Highlighted in background papers.

6. Resource Implications

6.1. Staff:

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

6.2. Property:

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

² <https://www.gov.uk/government/speeches/local-government-association-annual-conference-2020>

6.3. IT:

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

7. Other Implications

7.1. Legal Implications

Highlighted in background papers.

7.2. Human Rights implications

No specific human rights implications have been identified.

7.3. Equality Impact Assessment (EqIA) (this must be included)

Highlighted in background papers.

8. Risk Implications/Assessment

8.1. Highlighted in background papers.

9. Select Committee comments

9.1. None.

10. Recommendations

- 10.1 1. **To consider the County Council's current and future strategic and financial planning and to consider the next steps for future scrutiny.**

11. Background Papers

11.1 Cabinet agenda papers for 8 June 2020 and 6 July 2020:

[Strategic and Financial Planning 2021-22](#)

[Finance Monitoring Report 2020-21 P3: June 2020](#)

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Report to Scrutiny Committee

Item No. 11

Report title:	Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel
Date of meeting:	19 August 2020
Responsible Cabinet Member:	Cabinet member for Communities and Partnerships
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	No
Executive Summary <p>The County Council has a statutory duty to ensure that it has a Crime and Disorder Committee to review, scrutinise and make reports and recommendations regarding the functions of the responsible authorities. This role is currently undertaken by the Countywide Community Safety Partnership Scrutiny Sub Panel which under the governance arrangements agreed in May 2019 is now a sub panel of the Scrutiny Committee.</p> Action required <p>The Scrutiny Committee is asked to consider appointing three Members (politically balanced: 2 Conservative and 1 Labour) onto the Countywide Community Safety Partnership Scrutiny Sub Panel.</p>	

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 County Community Safety Partnership (CCSP) lies with the County Council.
- 1.2. The County Council agreed in 2011 to the formation of a Scrutiny Sub Panel to scrutinise the Community Safety Partnership (CCSP) and until May 2019 this role has been undertaken by a sub panel of the Communities Committee.
- 1.3. The Scrutiny Committee has the power to scrutinise and make reports and recommendations regarding decisions taken by the 'responsible authorities' in connection with the discharge of their crime and disorder functions. Responsibility for the Sub Panel therefore now rests with this Committee.
- 1.4. The role of the Countywide Community Safety Partnership Scrutiny Sub Panel is to:
 - scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the Scrutiny Committee.
 - Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan.

- Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the Scrutiny Committee.

2. Proposals

- 2.1. The Scrutiny Committee is asked to appoint 3 County Council members (2 Conservative and 1 Labour) to represent the County Council on the Countywide Community Safety Partnership Scrutiny Sub Panel. A copy of the terms of reference for the Sub Panel are attached at Appendix A.

3. Impact of the Proposal

- 3.1. Appointing Members to the Scrutiny Sub Panel will ensure that the County Council is meeting its statutory duty under Section 19 of the Police and Justice Act 2006.
- 3.2. The Scrutiny Sub Panel and the Police and Crime Panel have the complementary aims of supporting the delivery of local measures to reduce crime and disorder and enhance public safety. Both Panels have therefore agreed a Protocol to ensure that mechanisms are in place to exchange information while ensuring that their individual roles and functions are delivered, without duplicating effort and resources.

4. Evidence and Reasons for Decision

- 4.1. The County Council has a statutory duty to ensure that it has a Crime and Disorder Committee and has determined that the Countywide Community Safety Partnership Scrutiny Sub Panel undertakes this role on behalf of the Scrutiny Committee.

5. Alternative Options

- 5.1. There are no alternative options for the Scrutiny Committee to consider.

6. Financial Implications

- 6.1. None

7. Resource Implications

- 7.1. **Staff:**
Support to the Sub Panel is provided by Norfolk County Council's Democratic Services.
- 7.2. **Property:**
None
- 7.3. **IT:**
None

8. Other Implications

- 8.1. **Legal Implications:**

Section 19 of the Police and Justice Act 2006 requires every local authority to have a Crime and Disorder Committee to review, scrutinise and make reports and recommendations regarding the functions of the responsible authorities.

- 8.2. **Human Rights implications**
None

8.3. **Equality Impact Assessment (EqIA) (this must be included)**

None

8.4. **Health and Safety implications** (where appropriate)

N/A

8.5. **Sustainability implications** (where appropriate)

N/A

8.6. **Any other implications**

9. Risk Implications/Assessment

9.1. None.

10. Select Committee comments

10.1. This report does not need to be considered by a Select Committee.

11. Action required

11.1. The Scrutiny Committee is asked to consider appointing three Members (politically balanced: 2 Conservative and 1 Labour) onto the Countywide Community Safety Partnership Scrutiny Sub Panel.

12. Background Papers

12.1. [Police and Justice Act 2006 – Section 19 Local Authority Scrutiny of Crime and Disorder Matters](#)

Officer Contact

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

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Terms of Reference of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

1. Role of the Sub Panel

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

- scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the Scrutiny Committee.
- Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan.
- Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the Scrutiny Committee.

2. Membership

- 3 County Councillors (Politically balanced)
- 7 District Council members – one co-opted from each District.
- Each member of the Sub Panel to have one named substitute. 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.

3 Working Style

- The Community Safety Scrutiny sub panel meetings will be held on an annual basis to scrutinise the Community Safety Partnership Plan and on such other occasions as are required.
- The quorum for the sub panel will be five members
- Unless otherwise stated meetings of the sub panel will be held in accordance with Article 6 of Norfolk County Council's Constitution relating to Overview and Scrutiny bodies.
- The rights of the public to attend meetings of the sub panel are outlined in Article 3 of Norfolk County Council's constitution.

4 General issues

- Democratic support to the sub panel will be provided by the County Council

Report to Scrutiny Committee

Report title:	Forward Work Plan
Date of meeting:	19 August 2020
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
Actions required The Scrutiny Committee is asked to consider and agree the forward work plan and any future items for scrutiny	

1. Background and Purpose

- 1.1. At the Scrutiny Committee held on 27 May 2020 Members considered a forward programme of scrutiny regarding the County Council's response to COVID 19. Members were asked to highlight areas for consideration focusing on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning.
- 1.2. Attached at Appendix A is the proposed programme of work for the remainder of the year.

2. Proposals

- 2.1. The Scrutiny Committee has been mindful that the County Council is still in the middle of the COVID 19 crisis and any programme of scrutiny work needs to be able to adapt to constantly changing situations. Proposed longer term areas of work for later in the year may therefore need to be adapted and changed as the crisis evolves.
- 2.2. In considering any work programme the Committee should consider the following:
 - Is this something that the County Council has the power to change or influence
 - How this work could engage with the activity of the Cabinet and other decision makers, including partners such as the Norfolk Resilience Forum
 - What the benefits are that scrutiny could bring to this issue?
 - How the committee can best carry out work on this subject?
 - What the best outcomes of this work would be?
- 2.3. The Committee may wish to hold additional meetings in the coming months considering any issues highlighted for the work programme.

3. Resource Implications

3.1. Staff:

The County Council is still in the middle of this crisis and the main focus for Officers will be in dealing with the crisis. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

3.2. Property:

None

3.3. IT:

None

4. Other Implications

4.1. Legal Implications:

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Regulations") sets out the framework for Councils to hold Council meetings remotely.

4.2. Human Rights implications

None

4.3. Equality Impact Assessment (EqIA) (this must be included)

None

4.4. Health and Safety implications (where appropriate)

None

4.5. Sustainability implications (where appropriate)

None

4.6. Any other implications

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

6.1. Select Committees have received updates on COVID 19, addressing the response from their own service areas. The Scrutiny Committee should take into consideration any future comments raised by the Select Committees regarding their own forward work plans to avoid duplication.

7. Recommendation

7.1. The Scrutiny Committee is asked to consider and agree the forward work plan and any future items for scrutiny

8. Background Papers

8.1. [Scrutiny Committee meeting : 27 May 2020](#)

Officer Contact

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Scrutiny Committee Forward Work Programme

Date	Report	Issues for consideration	Cabinet Member	Exec Director
19 August	COVID 19 - Support for shielded and vulnerable people in our communities	Review of issues raised at 22 nd July meeting	Bill Borrett	James Bullion Dr Louise Smith Fiona McDiarmid
	COVID 19 – Internal processes	Consideration of any issues regarding: - Democratic processes - Support for Members - Communications – both internally and to the public - ICT	Andrew Proctor	Fiona McDiarmid
	Strategic and Financial Planning	Report deferred from 22 July meeting.	Andrew Jamieson	Simon George
23 Sept	COVID 19	Normalisation and Recovery Planning Focus on public health, communities, health protection.		Dr Louise Smith
	Budget 2020/21		Andrew Jamieson	Simon George
21 October	COVID 19	Normalisation and Recovery Planning - Childrens and Young People - Support for vulnerable people in our communities - How does the 'new normal' feel for service users	John Fisher Bill Borrett	Sara Tough James Bullion
	Budget 2020/21			
18 Nov	COVID 19	Normalisation and Recovery Planning	Graham Plant Tom FitzPatrick	Tom McCabe

		Norfolk Economy and support for businesses (link in with scrutiny of the LEP) Digital		
23 Dec				

Items also to be scheduled:

- **Regional Schools Commissioner**

Report postponed from 17 March 2020 meeting