



**People and Communities Select Committee
Minutes of the Meeting Held on 27 May 2022 at 10am
in the Council Chamber, County Hall, Norwich**

Present:

Cllr Fabian Eagle (Chair)
Cllr Fran Whymark (Vice-Chair)

Cllr Tim Adams	Cllr Mark Kiddle-Morris
Cllr Claire Bowes	Cllr Julian Kirk
Cllr Ed Connolly	Cllr Paul Neale
Cllr Brenda Jones	

Substitute Members Present:

Cllr Michael Chenery of Horsbrugh for Cllr Alison Thomas
Cllr Phillip Duigan for Cllr Lana Hemsall
Cllr Vic Thomson for Cllr Michael Dalby
Cllr Maxine Webb for Cllr Mike Smith-Clare

Also Present

Michael Bateman	Assistant Director, SEND Strategic Improvement and Early Effectiveness
Debbie Bartlett	Director of Strategy and Transformation, Adult Social Services
James Bullion	Executive Director of Adult Social Services
Paula Hawley-Evans	Public Health Consultant
Leon Ringer	Finance Business Partner (Adult Social Care)
Louise Smith	Director of Public Health

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Michael Dalby (Cllr Vic Thomson substituting), Cllr Lana Hemsall (Cllr Phillip Duigan substituting), Cllr Mike Smith-Clare (Cllr Maxine Webb substituting) and Cllr Alison Thomas (Cllr Michael Chenery of Horsbrugh substituting).

2. Minutes of last meeting

- 2.1 The minutes of the meeting held on 18 March 2022 were agreed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 No interests were declared.

4. Items received as urgent business

- 4.1 The Executive Director of Adult Social Services gave an update to the Committee:
- At the November 2021 meeting of People and Communities Committee, engagement work with the disabled community about the approach to charging following a judicial review and changes to the minimum income guarantee was outlined.
 - At this meeting the Committee heard from the Disability Norfolk Network Group and other community groups about the impact of this policy development on them.
 - The outcome of this Committee meeting was that a learning event would be established for Committee Members to hear about the experience of disabled people and people using social care. Engagement events had been held and there was the potential for a face-to-face event to be held with the Committee on the 18 July 2022.
 - The Executive Director of Adult Social Services asked the Committee if they agreed to join this event which would be co-designed with people with experience of social care. He felt it would also be helpful to work with some Committee Members on the structure of this session which would be a learning event and was planned to take place at The Nest, Horsford. . The Committee agreed with this suggestion.

5. Public Questions

- 5.1 No public questions were received.

6. Member Questions and Issues

- 6.1.1 Claire Bowes asked why there appeared to be difficulties and delays in blue badge renewals. She cited the example of an elderly resident in her constituency who had experienced delays in having his blue badge renewed. She was concerned about other residents who might not be as persistent in ensuring their badges were renewed as this gentleman had been.
- 6.1.2 The Executive Director of Adult Social Services was not aware of any changes to the Blue Badge process but was happy to discuss this with the department in community services who managed this service. He was also happy to follow up on the individual case that Cllr Bowes raised.
- 6.2.1 Cllr Paul Neale asked about the steering group for Newton Europe. He asked when more details about this group and its make-up would be available.
- 6.2.2 The Executive Director of Adult Social Services **agreed** to send Committee Members a briefing note on the arrangements of the Connecting Communities steering group, which included the Cabinet Member for Adult Social Care, Public Health and Prevention, the Deputy Cabinet Member for Adult Social Care, Public Health and Prevention, Cabinet Member for Finance and Cabinet Member for Innovation, Transformation and Performance. It was an administration Member oversight group, however, he believed it would be possible for the issues discussed to be made more broadly available. The Chair **agreed** that this could be discussed at future Committee meetings if necessary.

7. Strategic and Financial Planning 2023-24

7.1.1 The Committee received the report forming an important part of the process of developing the 2023-24 Budget and representing a key opportunity for the Select Committee to provide its views on priorities and the approach to preparing budget proposals for the services within its remit.

7.1.2 The Cabinet Member for Finance introduced the report to the Committee:

- Funding used to fight the pandemic was no longer in the system and the Council had to focus on core services. Savings would come via a series of challenging conversations with spending departments and as a result of the size of the funding gap this financial year, 2022-23, work would start early, with the first of these challenges having taken place.
- Strategic and financial planning should be seen alongside the strategic review and the paper outlining the next stage of the strategy, Better Together for Norfolk. The three papers taken together gave a clear indication of what the Council was aiming for and concentrating on, which was maintaining and evolving services for all of Norfolk while caring for the most vulnerable.
- It was now possible to return to the task set when the Cabinet system was introduced, to redesign the way that services are delivered, and it was expected that the strategic review would lead to a major reshaping of some departments.
- Table 9 of the report set out the proposed time frame; three budget challenges had already taken place so far this year. Table 10 of the report showed the savings sought by each department. Table 5 set out the forecast 2023-24 net revenue budget.
- This year, 2022-23, savings were looking to be carried out in 2 phases, with the first £15m savings found early. Savings needed at this stage would be consulted on in July 2022 if required. Second, a £45m, target would be set which would largely be found from transformation, with £15m from internal staff reorganisation and the balance from transformation programmes, in part flowing from the reorganisations.
- Significant risks and unforeseeable cost pressures remained in 2022-23 from continued Covid-19 impacts and lack of long-term financial settlements to deal with changing Government policies around the role of local government. While a county deal was on the cards, it came with additional layers of local government demand which added risk to Norfolk's collective pocket.
- Risks had been analysed as far as possible and were shown in the report. Each proposal would be risk assessed before coming to Cabinet and Council.

7.2 The following points were discussed and noted:

- A Committee Member asked the Cabinet Member for Finance how confident he was that economic and inflation pressures would remain at £22m with inflation and economic pressures worsening, and whether the current budget was sustainable. The Cabinet Member for Finance replied that inflation pressures were all provided and allowed for with flex within the budget. The budget would be protected from this risk by providing services more effectively and efficiently.
- A Committee Member noted that individuals with less than £100,000 in savings and assets would be eligible for help from their local council towards their care and asked what would be done to tell Government that more money was needed. The Cabinet Member for Finance replied that Government money promised from the rise in national insurance contributions was now expected to come to social services as well as the NHS, so over the longer-term, budgets would be augmented by this.

- In response to a query, the Cabinet Member for Finance confirmed that the Newton Europe steering group was an operational group to challenge and ensure that Newton Europe were working as they should. He **agreed** that the Committee should be informed about this work and believed that this could be reported to future Committee meetings.
- The recent increase in inflation was noted and its impact on the budget queried. The Cabinet Member for Finance clarified that the budget process would take additional pressures into account, however there was limited scope to provide for them through lack of additional government funding.
- The Executive Director of Adult Social Services reported that in 2022-23 and 2023-24 assumptions had been made about connecting communities making savings; intervening with people earlier by using data and technology to spot people at risk and maximising the number of people going through reablement would reduce ongoing need levels. The department was also looking at how work with the voluntary sector and community groups would increase prevention work.
- The Cabinet Member for Finance confirmed that Cabinet were reviewing the budget position through the year and confirmed that inflation rates were now more than what was provided in the Medium Term Financial Strategy however there was considerable flex in the numbers. Government was alert to the issues and Cabinet would continue to alert them; as the figure for 2022-23 was not yet set this gave scope to continue to push government.
- A Committee Member raised the proposed savings of £14m in Children's Services as a concern, raising the potential risk of the department not being able to meet its statutory responsibilities. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, noted that some services were provide voluntarily because they met needs early. There were risks in the service however the process being followed aimed to balance these risks.
- A Committee Member asked if the Council's response to levelling up could impact on the budget. The Cabinet Member for Finance agreed and hoped that District, Borough and County councils could work together to achieve levelling up funding.
- The Cabinet Member for Finance clarified that at the current stage of the strategic review he did not expect Executive Directors to provide a top-down number of suggested staff reductions. He clarified that there was a churn rate in the organisation of around 12% per year through usual staff retirement and leaving the organisation, which would easily meet the predicted overall 5% reduction in staffing. The Executive Director of Adult Social Services noted that revenue could not be saved without an impact on jobs, however reassured Committee that the intention was to identify duplication of roles and develop a more enabling management culture rather than targeting frontline practitioners.
- A Committee Member **asked** for information in future reports about development of new practices and services and their impact. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, **agreed** to add this to the July "Special Educational Needs (SEND): Performance Framework" report.

7.3 The Committee:

1. **Considered** the Budget and Medium-Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1 of the report), noting in particular the following elements as set out in the appended report, which form the

context for 2023-24 budget setting:

- a. the budget gap for 2023-24 and the Medium-Term Financial Strategy (MTFS) period.
 - b. The Departmental saving targets.
 - c. The outline timetable and approach to developing the 2023-24 Budget.
2. **Considered** and **commented** on the overall service strategies as set out within the 2022-23 Budget Book.
3. **Considered** and **commented** on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:
- a. New initiatives which would deliver savings;
 - b. Activities which could be ceased in order to deliver a saving;
 - c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
 - d. Commercialisation opportunities.

8 **ASSD Winter and Covid Recovery**

- 8.1.1 The Committee received the report setting out the approach to recovery from the long period of sustained pressure experienced in the health and care system which had impacted on workload and backlogs for Adult Social Services.
- 8.1.2 The Director of Strategy and Transformation, Adult Social Services introduced the report to the Committee:
- Work was undertaken with staff to determine how to address recovery from Covid-19; the principle and approach for this was set out in the report.
 - The report set out the work carried out so far on this. For example, in May 2022, a "SAFE" event, "Sustainable Adults Future Event", was carried out where teams were asked to work on areas where they felt under pressure to give influence on these areas. At the end of this, findings would be gathered and worked through.
 - The importance of supporting staff wellbeing was highlighted, recognising that many staff had worked in isolated ways over the last 18 months. Ways to provide team support remotely were being created and ways to support wellbeing.
 - Recruitment and retention continued to be an issue, therefore new ways of addressing the activity backlog were being trialled including drawing on the skills of professionals, such as providers carrying out reviews.
- 8.2 The following points were discussed and noted:
- A Committee Member noted that the Community Care Resilience Team would be expanded to provide additional capacity to tackle the backlog of reviews and asked how much this would reduce the backlog. The Executive Director of Adult Social Services replied that as the holding list was tackled

and reduced, this would increase the number of people requiring a review, meaning the number of reviews required would initially increase. The backlog may take up to two years to be tackled.

- The percentage of staff sickness related to mental health was noted and it was queried what was being done to address this. The Director of Strategy and Transformation, Adult Social Services, replied that an internal staff wellbeing coordinator was being provided to provide support to teams, the Norfolk support line was available, and a mental wellbeing week had recent been held.
- The Director of Strategy and Transformation, Adult Social Services, confirmed that the process of external providers carrying out reviews had been shaped by the Principal Social Worker with advice to ensure this was Care Act compliant so there was tight governance was in place. The reviews carried out by providers would still be required to be signed off by Adult Social Care teams..
- The stress which could be caused for staff by reorganisations and by supporting people with a high level of need was noted by a Committee Member. The Executive Director of Adult Social Services **agreed** to reflect back to staff that Committee Members were concerned for their wellbeing.
- A Committee Member voiced their concern that there would not be adequate funding provided to Adult Social Care to address the issues caused by the cost-of-living crisis.
- The Vice Chair felt that the department must spend lots of money on agency costs and suggested that the Council could set up its own consultancy, providing it with a source of workers as well as income by providing workers for other organisations. The Director of Strategy and Transformation, Adult Social Services, agreed that this could be an option to consider; in the wider Integrated Care System, workforce was an issue and it was important to think about how all skills could be used across the system to support integration and reduce silo working.
- The length of the increased petrol allowance was queried. It was confirmed that the 12p per hour uplift had been agreed for 6 months of the financial year. The Executive Director of Adult Social Services confirmed that most incentives in place were related to market recovery; a sustainability plan exercise and market position statement was being undertaken to identify a fair cost of care.
- The Director of Strategy and Transformation, Adult Social Services, discussed the work to support retention, including an updated induction process and support given to managers to legitimise and prioritise wellbeing support and opportunities for staff feedback.
- The Chair noted recruitment campaigns by Norfolk on social media and queried what was being done to combat competition by other local authorities some of whom may mimic the campaigns.
- The Chair asked about collaboration with district councils if there was an accessible contact number for support. The Executive Director of Adult Social Services confirmed that the number for support was the Council's contact number, 0344 800 8020. Health and Wellbeing Board partnerships had been set up in each District Council area.
- It was queried if there was a way for staff with concerns about their line manager to express concerns. The Director of Strategy and Transformation, Adult Social Services, confirmed there was a whistleblowing policy as well as a culture within the department allowing people to raise concerns outside

of their team. She **suggested** that Committee members could join future Adult Social Services meetings to hear issues being discussed.

- The Executive Director of Adult Social Services confirmed that social worker vacancies were a national issue as the number of students doing social work had decreased. The Norfolk apprenticeship scheme had been expanded over the last years so that local people could work for Adult Social Care and gain social work qualifications. The Executive Director of Adult Social Services confirmed that the department worked with schools and colleges to propose social work as a career.
- The Director of Strategy and Transformation, Adult Social Services, **agreed** to send videos to members of the Committee showing people speaking about social work as a career.

8.3 The Committee **considered** the report and recommendations to develop or refine the approach set out for recovery planning

Cllr Tim Adams left the meeting at 11:21.

9 Social Care Reform: Implications of the National Charging Proposals

9.1.1 The Committee received the report setting out the Implications of the Charging Reform aspects of the wider proposed Social Care Policy Reform being undertaken.

9.1.2 The Committee received a presentation from Finance Business Partner (Adult Social Care), shown at appendix A of the report.

9.2 The following points were discussed and noted:

- Officers were asked if there was a system to claw back assets from peoples' estates. The Finance Business Partner (Adult Social Care) confirmed there was a deferred payments process in place which would not change. The assets taken into account depended on the care being received, for example if someone was receiving domiciliary care their home was disregarded from their assets, whereas if they were receiving care in a care home their home would come into the scope of their assets.
- A Committee Member raised issues about providers of care potentially not passing on all enhancements to the people working for them due to financial struggles. The Finance Business Partner (Adult Social Care) replied that the Government had set out the expectations on cost as part of the Health and Care levy, which was that £36bn would be generated, of which social care would receive £5bn. Local Authority allocations were not yet indicated. Organisations, including the County Councils Network, were concerned about the level of funding and a report had been released showing a potential shortfall in the level of this funding.
- Officers recognised that the fair cost of care exercise would need to bring forward what a sustainable market would look like by identifying what carers needed to be paid to be attracted into the industry. £500m would be invested into workforce development of the care industry workforce.
- Anyone being provided with care services would have a care account created on their behalf by the Council. Anyone who was currently self-funded would be eligible for this service. From the day that a person approached the Council for support, the cost paid towards eligible care would be counted towards their £86,000 care cap. Once this cap was reached, the individual would be eligible for living costs to be funded.

- It was noted that it would be important to engage with self-funders who may be interested in having a care account before the changes came into effect in October 2023. The Director of Strategy and Transformation, Adult Social Services, reported that the department had been engaging with voluntary sector partners such as Age UK who advised to seek advice from organisations on how best to communicate these changes to people receiving care. The fair cost of care exercise would also ensure a two way engagement.
- Issues regarding care reviews not happening as often as they should was raised and discussed and the need to ensure the right skills were in place to support people transitioning from children's to adults' social services.
- Work would be carried out to ensure the care accounts were user friendly.
- A Committee Member asked how transfer of care would work between different countries of the UK. The Finance Business Partner (Adult Social Care) **agreed** to provide a written answer.
- It was suggested that training be provided to Councillors on this in the future.
- The Vice-Chair asked if standardised information would be provided across national systems. The Finance Business Partner (Adult Social Care) replied that the Government had provided information on the "minimum viable product" to show what was required of care accounts.
- The Director of Strategy and Transformation, Adult Social Services, confirmed that different methods, including the provision of an app, were being considered.
- It was not yet known if funding would be provided based on need; Government had said they would not be using the "Relative Needs Formula" moving forward but had committed to consult on this.
- The Chair asked if care providers had been spoken to about the upcoming changes. The Finance Business Partner (Adult Social Care) confirmed that care providers that the Council commissioned were being engaged with through the fair cost of care exercise but it would be important to understand those who the Council did not currently engage with.

9.3 The Committee **discussed** and **considered** the strategic implications of the implementation of the proposed National Social Care Charging Reform for Norfolk Adult Social Care

9.4 The Committee took a break from 12:10 – 12:20

10. Health Improvement

10.1.1 The Committee received the report setting out the work of the Council's Public Health Team on health improvement focusing on healthy lifestyles, a key priority for the Council as set out in 'Better Together, For Norfolk' 2021-2025 which states our ambition for all Norfolk residents to achieve 'healthy, fulfilling, and independent lives'.

10.1.2 The Public Health Consultant introduced the report to Committee and gave a presentation; see Appendix A of the report at page 82 of the agenda:

- There was a focus on fact that too many people in Norfolk were impacted by poor diet, lack of exercise, smoking and alcohol which had been exacerbated by the pandemic.
- Two thirds of adults in Norfolk were overweight or obese, which was in line with the national average, however was still considered too high.
- Rates of admission to hospital due to alcohol related issues were worse in

Norwich and Kings Lynn and West Norfolk.

- Physical inactivity levels were worse in Great Yarmouth, impacted by the higher population of older people.
- The prevalence of smoking in Norfolk was in line with national average however for some groups was higher, such as those who were pregnant or with mental health conditions.
- The “ready for change” digital platform would launch in June 2022 to help people make healthy changes themselves and also help professionals provide support.
- The department were working with the NHS on tobacco dependency programmes with the ambition that by 2024 all inpatients would have access to smoking cessation services.
- £3.5m was invested annually in the programmes referenced in the report and presentation, including investment in the NHS Health Checks catch-up programme. The Chair and Vice Chair put themselves forward to have a health check as part of this.
- Appendix 1 of the report outlined all commissioned work underway around healthy lifestyles.

10.2 The following points were discussed and noted:

- The effects of drug misuse on society and the Council were raised and it was queried why this was not shown in the report. The Director of Public Health replied that work commissioned on drug addiction was specialised and had its own funding stream. She would be happy to bring forward a policy conversation on developing these services and noted that a report on drug services was on the forward plan for a future meeting of the Committee.
- The Director of Public Health discussed that increasingly dangerous levels of alcohol consumption were being seen, which was over-normalised, and increased levels of people being admitted to hospital for alcohol related reasons. One of the outcomes of the pandemic was an increase in alcohol consumption and alcohol related deaths.
- The impact of education on health outcomes was discussed, and the importance of thinking about the wider social context and having protective factors such as having a supportive family, a job, housing and access to good food.
- The Director of Public Health confirmed that most of Public Health’s engagement with the education sector was through the school nursing service. They were also partners in the Flourish work of Children’s Service.
- There was a discussion around poverty’s impact on health outcomes. The Public Health Consultant noted the wider determinants of health of which poverty was a factor; working with the voluntary sector would be important to help develop programmes.
- The Director of Public Health discussed that alcohol dependency was impacted by the culture which normalised a high level of alcohol consumption. West Norfolk District Council were leading a community alcohol partnership to address street drinking and drinking in young people. Anyone could refer to addiction services however these services also provided outreach services and would be asked to increase the proportion of their clients with an alcohol addiction.
- A Committee Member noted that there was no information about disability and inequality, including health checks for people with learning disabilities, included in the report and suggested it would have been helpful. Officers thanked the Committee Member for this suggestion.

- The lower incidence of alcohol related incidents and hospital admissions in rural areas was noted. The Public Health Consultant felt that this could be related to under reporting as well there not being easy access to hospitals in these areas.
- The Director of Public Health confirmed that alcohol related hospital admissions were related to a range of information including weekend binge drinking and incidents during the week.
- The connection between revenue generated from taxes on tobacco and alcohol and the Government's priority to challenge the problems they caused was queried. The Director of Public Health replied that the public sector spent more on the consequences caused by tobacco and drinking than it received in taxes.
- Minimum unit pricing for alcohol was raised and discussed. The Director of Public Health noted that people engaging in the most harmful drinking would seek the cheapest alcohol they could buy and this could also be a gateway into drinking for young people, meaning that a minimum unit price for alcohol could be a good option for tackling alcohol abuse.
- The Government's healthy eating initiative on banning junk food in meal deals was queried. The Public Health Consultant confirmed that this had been delayed.
- The Chairman noted that people could seek a lower price for food by going direct to producers.

10.3 The Committee **agreed** to:

1. **Affirm** the importance of healthy lifestyles to improve health outcomes, and the crucial role of prevention.
2. **Support** the continuation of the services currently commissioned by public health and the provision of continued investment in health checks and healthy lifestyle services that support Norfolk residents live healthier lives.
3. **Receive** a further report on how we intend to develop services to make them more effective.

11. **Special Educational Needs (SEND): Performance Framework**

- 11.1.1 The Committee received the regular report providing a range of performance data regarding services and provision for Special Educational Needs & Disability (SEND). This was being reported to Committee over a 2 year period (which began in November 2020) following recommendations by the Local Government & Social Care Ombudsman (LGSCO) in 2020 following their published investigation report.
- 11.1.2 The Assistant Director, SEND Strategic Improvement and Early Effectiveness introduced the report to Committee:
 - The report included an update on the outcome of quality assurance audits to show improvement over the past 12 months and a high level summary of the Government's Special Educational Needs and Disability (SEND) review, which was out for review. At the time of writing the report, the Government were extending the consultation period. The deadline was now 22 July 2022 as more accessible versions of the green paper had been produced.
- 11.2 The following points were discussed and noted:
 - The Assistant Director, SEND Strategic Improvement and Early Effectiveness, confirmed that the table on page 96 of the report showed initial

Education Health and Care Plan assessments but did not include annual reviews, whereas the appendix of the report conflated the performance related to compliance and included annual review data.

- Cllr Paul Neale left the meeting at 13:05
- The figures for tribunal appeals were not included in the report however would be available in time for the July 2022 report. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, did not expect that the tribunal figures would have reduced from the figures seen in 2020-21 and may have increased.
- The Assistant Director, SEND Strategic Improvement and Early Effectiveness, confirmed that complaints received were mostly in relation to poor service and accessibility; most tribunal activity was related to placements. There was a time lag in the new SEND provision becoming available. A Committee Member noted that most tribunal appeals resulted in children receiving the placement of parental choice. The Assistant Director, SEND Strategic Improvement and Early Effectiveness agreed that tribunal was the last resort and mediation was used to try and resolve issues before reaching this stage.
- A Committee Member suggested that work was needed to communicate better to families the expectation was around placements, i.e. that a specific time frame was in place before a placement would become available, as she had heard that parents were more often simply told that a space was not available. The Assistant Director, SEND Strategic Improvement and Early Effectiveness would discuss communicating placement decisions with families at the next written statement of action board meeting.
- The Vice-Chair asked if there was any early feedback from the SEND survey. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, replied that the survey had concluded, and the results were being analysed. There had been 1200 responses from parents, professionals and young people completed in full. A further 900 responses had been partially submitted and this information would be provided separately to identify if the themes in these submissions were true. The information would be available for the next meeting.
- The plan to reduce reliance on Education Health and Care Plans (EHCP) was queried. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, replied that this would involve working with SEND coordinators in schools to help them work more effectively to support children outside of the EHCP process.
- Concerns were raised about savings within Children's Services taking provision out of SEND. The Assistant Director, SEND Strategic Improvement and Early Effectiveness, clarified that the high needs block funding was separate to the Council's general fund budget which was where the savings would come from. Extra SEND support funding had been put into the high needs block. Government were setting out in the green paper reforms that they wanted to make to make SEND support more effective, including whether funding in school budgets for such support should be reconsidered, i.e. increased.

11.3 The Committee **agreed**:

1. To **note** the ongoing content of the SEND performance framework and agree ongoing reporting at all subsequent meetings through to Summer 2022; complying with the outcome of the LGSCO report.
2. To **agree** that the range of performance measures will directly assist with

decision making regarding any policy changes needed over time as part of the range of SEND improvement programmes.

12 Forward Work Plan

- 12.1 The Committee received and considered the forward work plan.
- 12.2 The Chair and Vice-Chair would discuss with officers to reduce the number of items on the July 2022 agenda. Some items requested by Committee Members would be brought as written Member briefings rather than Committee reports.

The Meeting Closed at 13:25

**Cllr Fabian Eagle, Chair,
People and Communities Select Committee**



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