

Scrutiny Committee

Date: **Tuesday 23 June 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 23 June 2020 Scrutiny meeting of Norfolk County Council will be held using video conferencing.

There has been a change in the link to access this meeting. The Scrutiny meeting will be broadcast live. Please click on this revised link:

[NCC Scrutiny Committee 10.00am 29 June \(adjourned from 23 June\)](#)

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

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms Helen Bates
Mr Paul Dunning

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

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 Meeting held on 27 May 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 Thursday 18 June 2020**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how->

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 Thursday 18 June 2020**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 8 June 2020 was 4pm on Monday 15 June 2020

8 Children's Services Covid-19 Response (Page 12)
Report by Executive Director for Children's Services

9 COVID 19 – Update on emerging issues
To receive a short presentation from Director of Public Health
Please see this link:
<http://norfolkdata.staging.wpengine.com/coronavirus/norfolk-covid-19-report/>

10 Children's Services agenda for Scrutiny (Page 18)
Report by Executive Director of Strategy and Governance

11 Children's Services Scrutiny Sub Committee (Page 23)
Report by Executive Director of Strategy and Governance

12 Scrutiny Forward Work Programme (Page 27)
Report by Executive Director of Strategy and Governance

Tom McCabe
Head of Paid Service
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Date Agenda Published: 15 June 2020



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Scrutiny Committee

Minutes of the Meeting Held on 27 May 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 Chris Jones
Cllr Joe Mooney
Cllr Judy Oliver
Cllr Richard Price
Cllr Dan Roper

Parent Governor Representative

Mr Giles Hankinson

Church Representative

Ms Helen Bates

Also present:

Tom McCabe

Head of Paid Service and Executive Director of Community & Environmental Services

Fiona McDiarmid

Executive Director Strategy and Governance

Caroline Clarke

Head of Registration and Coroners, Democratic Services

Ceri Sumner

Director of Community Information & Learning

Debbie Bartlett

Assistant Director - Strategy & Transformation, Adult Social Services

Hannah Shah

Public Health Policy Manager

Helen Edwards

Director of Governance

Dr Louise Smith

Director of Public Health

Sarah Rhoden

Assistant Director of Performance and Governance

Simon George

Executive Director of Finance and Commercial Services

Martin Hinchliffe

Digital Skills Consultant Strategy and Governance Department

Karen Haywood

Democratic Support and Scrutiny Manager

Tim Shaw

Committee Officer

1. Chair's Opening Remarks

- 1.1 The Chair welcomed those who were present at today's meeting to what was the first virtual meeting of the Scrutiny Committee of Norfolk County Council and only the second virtual meeting held by the County Council.

1.2 Apologies for Absence

- 1.1 Apologies were received from Cllr Hayden Thirtle and Mr Paul Dunning (Church Representative).

2 Minutes

- 2.1 The minutes of the meetings held on 20 February 2020 and 17 March 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 9 because she the chair of trustees of two charities who had received a Norfolk Community Foundation Covid-19 emergency grant.

4 Urgent Business

- 4.1 No urgent business was discussed

5. Public Question Time

- 5.1 No public questions were raised.

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. Overview of COVID-19 – Public Health

- 8.1 In his introductory remarks the Chair said that he was very proud of the way in which Norfolk County Council staff had responded to the Covid-19 pandemic by supporting the most vulnerable people in society and keeping key public services running. He added that the effectiveness of the Council's response was enhanced by the partnership approach adopted by Dr Louise Smith, the Director of Public Health, and her team who had helped to protect and secure Norfolk's future.

- 8.2 The Committee received a detailed presentation from Dr Louise Smith, the Director of Public Health, which examined Norfolk's combined response to Covid-19. The presentation, which included details regarding the numbers of Covid-19 cases in Norfolk and the pattern of infection, could be found on the Council's Committee pages website.

- 8.3 The issues that were considered by the Committee included the following:
- The numbers of cases of Covid-19 in Norfolk remained at the lower end of the expected range. The peak in numbers had happened earlier than expected, in the week leading up to the Easter weekend and so the number of deaths were also slightly lower than expected.
 - The County Council was planning for a recovery from Covid-19 through a slow easing of lockdown conditions, including the widening of the opening of

schools from the beginning of June and the widening of the opening of businesses from the beginning of July.

- It was pointed out that the numbers of people going into A&E had started to return to normal levels. Steps had been taken to explain to the public the importance of them making proper use of A&E and of GP services, and to plan for the return of NHS services that were put on hold during the pandemic.
- The Director of Public Health was asked to bring to a future meeting details about how excess deaths from Covid-19 should be measured, particularly where they occurred in the community and in care home settings. In reply, the Director said that she would provide at a future meeting a data analysis of information available from the office of national statistics to show the current level of deaths in Norfolk from all causes compared with the five-year rolling average.
- Councillors stressed the importance of collecting information about the reasons why some care home settings had experienced no cases of Covid-19 while others had experienced several cases. An early analysis of the data had shown that approximately a quarter of Norfolk's care homes had clients who had died from Covid-19. While comparative information with other rural counties was not yet fully available (and would be brought to a future meeting) Norfolk had experienced the lowest Covid-19 rate in the Eastern Region. Adult Social Services, Public Health and NHS partners were collaborating to support care providers, particularly care homes where the impact of Covid-19 posed significant risk to vulnerable people. The approach that was being taken included surveillance and tracking, prevention advice, testing, and intensive support for outbreaks.
- It was pointed out that there were significant variations in the impact of Covid-19 across the Norfolk districts. While all the data required to analysis the reasons was not yet available (and would be brought to a future meeting) early indications showed that the west of the county had experienced the most cases, partly because when the lockdown came the epidemic had not reached the east of the county.
- Planning for a pandemic had started well before Covid-19 was discovered. In September 2019 Norfolk tested, under exercise, a Flu Pandemic Plan, enabling the Norfolk Resilience Forum to draw up emergency plans for pandemic flu, and for other system functions such as the management of mass deaths. The impact of this exercise was something which would need to be reported back to the committee when more information became available.
- The next key phase would come with the start of "Track and Trace" but it was too early to say with any confidence how this would work in practice. The Government had given a national commitment to put in place the workforce resources for contact tracing.
- Public Health in Norfolk would give special attention to the health needs of those who led complex lives, such as the street homeless, and had put in place a dedicated work stream for this purpose. It would be possible to share information about this work with Councillors at a future meeting.
- Norfolk Heathwatch was examining the health experiences of people with the Covid-19 condition and the effect of the virus on mental health.
- Cause of death on death certificates could be reported based on a lab test where one had been done, or on the basis of the doctor's clinical opinion where testing had not been done. Some deaths that occurred outside a

hospital setting were based on tests done by community nurses and those who had gone into care homes but others would not be, however, the system to record cause of death was reliable.

- A national strategy was being developed on the frequency of testing needed in care homes. Further information would be available at a future meeting. While there was always an element of luck, some care homes were better placed to be able to prevent infection because of their own physical layout and because they had less staff movement than had others.
- While the CQC was responsible for the formal monitoring of care homes it was worth noting that adult social services had a quality control team of its own which had been used to assist care home providers and to back up the work of the Resilience Forum in getting emergency supplies of PPE to care home providers. The work of the local social care team, along with local NHS colleagues, has formed a vital function supporting care home providers.
- The Chair pointed out that no one organisation had an overriding responsibility for Care Homes. Overall responsibility was an issue that needed to be addressed as part of the forward work programme.
- In reply to further questions, the Director of Public Health said that Local Authority public health directors had independent and impartial voices which enabled them to adapt central government messaging to best reflect the needs of their areas. There were sometimes differences in the way the government's message should be made more specific for different areas. Those working for the NHS were expected when communicating through the media to follow the lead taken by the NHS at the national level.

8.4 RESOLVED

To note the report and to thank Dr Louise Smith, the Director of Public Health, on her helpful presentation.

9 Overview of the County Council's Covid-19 emergency response

- 9.1 The Committee received a report from Tom McCabe (Head of Paid Service and Executive Director, Community and Environmental Services) that provided an overview of the County Council's Covid-19 emergency response to date. The report included a summary of the arrangements for the multi-agency response coordinated through the Norfolk Resilience Forum (NRF), which included the County Council as a core key member. The report also set out the command, control and co-ordination structures that were available to deal with the emergency and the three-stage approach that had been adopted by the County Council and the NRF to deal with the response phase.
- 9.2 The Committee received two presentations for this item. These were made available on the Committee pages website at the end of the meeting (the first was about Community Resilience and the second about the Mortality Delivery Pathway Group).
- 9.3 The first presentation was given by Ceri Sumner, Director for Community Information and Learning at the County Council, who, as part of the Norfolk Covid-19 response, was the joint lead of the community resilience delivery group, part of the NRF.

- 9.4 During the presentation the Director for Community Information and Learning explained how the community response offer was actioned either by volunteers, community groups or redeployed council staff. It was pointed out that a Norfolk Vulnerability Hub had been put in place to allow for the sharing of information with the Districts in a safe way. Of over 4,000 volunteers, 3,200 were available for use as part of the community response (with 60% of this number being under 60 years of age) and the remainder assigned to NHS tasks. Over 2,000 food parcels came through the food distribution hub that had been set up centrally. 41,000 Norfolk residents were supported.
- 9.5 The second presentation was given by Caroline Clarke who explained the objectives and work of the Mortality Pathway Delivery Group. She said that normally there were some 200 deaths a week in Norfolk (with anything above that figure considered to be excess deaths). Some 20% of all deaths were referred to the Coroner Service. Covid-19 was not a reportable cause of death but if the cause of death could not be determined, for example because the deceased had not been seen by a doctor in recent days, then the Coroner could investigate to assess if Covid-19 might have been a contributory cause. During an emergency the County Council was responsible for managing the impact of excess deaths. The Mortality Pathway Delivery Group had set up a temporary mortuary facility (which had not needed to be brought into operation) to prevent hospitals from being overwhelmed. The Group had given guidance on PPE to funeral directors and advice to burial authorities, crematoria and funeral directors on managing activity and numbers at funerals. The Group had also worked with faith and community groups to inform and advise the public. It was pointed out that no birth registrations or weddings had taken place since 23 March 2020.
- 9.6 The issues that were considered by the Committee included the following:
- In reply to questions it was pointed out that the de-briefing sessions about the pandemic that were currently taking place in Norfolk would enable lessons to be learnt and to be brought back to a future meeting of the Committee.
 - Specific lessons were being learnt about how in an emergency schools could be closed at short notice and about how to protect the local food chain. Small local food suppliers who under normal circumstances would have been busy supplying local eateries and hotels had helped in many rural towns and villages to bolster resilience in the food chain. Ways needed to be identified to help them to continue to carry out this resilience role in the future.
 - It was pointed out that the breakdown in the national supply chain for PPE would have been a more serious problem if Norfolk had not at an early stage sourced its own high standard PPE on the international market.
 - In reply to questions about whether it would have been easier if Norfolk's Councils had been solely tasked with the delivery of food boxes to all those vulnerable residents who were identified as requiring assistance, rather than tasked mainly with filling in gaps in service delivery, officers said that the scale of activity would have been too large a task. Some 21,000 Norfolk residents had sought support with a door step delivery of food on a weekly basis. The Norfolk Councils had carried out an important function in meeting special dietary requirements and non-standard needs.
 - It was suggested that the Government should have involved Councils in more detailed planning for Covid-19 before making announcements in the

news media. The Government had failed to take proper account of important local circumstances such as that the Easter holidays started earlier in Norfolk than in the London boroughs.

- Officers agreed to ask of the Government what data protection protocols they had put in place with private companies tasked with supplying the needs of the vulnerable. It was however pointed out that this had only involved the sharing of very limited information.
- It was noted that the County Council waited to hear from the Government when civic marriages could start up again. A gradual response was expected starting with small scale marriage events which were easier to manage than the larger events often held in historical and stately homes that were currently closed to the public.
- Where Council staff were redeployed to assist in the local community the requirement for the use of volunteers was less. When Council staff had returned to their substantive roles the requirement for volunteers would increase.
- It was suggested that a common template of questions about the lessons learnt from the pandemic should be shared with local community groups and that an analysis (by local area) of the support and assistance in the pandemic should be supplied to the Committee. This information would be of particular use to Parish and Town Councils in dealing with future local emergencies.
- It was pointed out that there were a range of issues that had been raised at recent Group Leaders meetings about protecting vulnerable communities where the Council was waiting for clarification from the Government and that this should be made available to Councillors when available.
- In reply to questions it was pointed out that while the country's death certification system was one of the best in the world it did not always follow that where there was a death in the community from Covid-19 that this would be identified as the main cause of death. Guidance had been issued to clinicians that they did not require a positive test in order to put Covid-19 on the death certificate. A higher proportion of excess deaths were now being ascribed to Covid-19 but because of the low overall numbers it was difficult to put a number on what were excess care home deaths. Additional information about where Covid19 was the cause of death might be available to the Committee when the results of research work currently being undertaken at the UEA into how deaths should be classified was made public.
- Councillors asked for information to be made available to the Committee about how the core service offer had changed as a result of Covid-19 and how this was viewed through the eyes of service users. In reply it was pointed out that work on modelling long-term recovery and increased demand for services had commenced but that it would take some time before this became clear.
- It was suggested by Councillors that future reports should include a timeline of activities, web links and comparisons with the position taken by Councils elsewhere. This could also be done through the regular updates that were provided to Councillors.
- It was pointed out that the County Council had a large range of work streams tasked with tackling the significant rise in scams that arose as a result of Covid-19. Issues for future meetings included future health and

well-being and mental health, substance and domestic abuse and support to voluntary organisations with bereavement services.

- It was recognised that many blind and partially sighted people might have developed a routine to navigate daily tasks in their community that might not currently be available to them and that they were unable to access web information about Covid-19. It was therefore necessary through the work of charities to provide key information to them in a variety of traditional and new formats.
- The District Councils had consulted with the County Council on specific responses to Government about issues such as the opening of toilet facilities at seaside resorts. An answer to a specific question from Cllr Price about one of the responses concerning a local policing issue would be provided by the Executive Director Strategy and Governance after the meeting.

9.7 RESOLVED

That Councillors note the report and place on record thanks to the officers who had provided presentations at today's meeting for all their hard work.

10. Covid-19 - Scrutiny Committee Forward Work Plan

10.1 The Committee considered the forward work plan.

10.2 RESOLVED

That the following is a summary of headlines from the lessons to be learnt from Covid-19, to be feed into current emergency planning and long-term recovery planning and included in the Committee's future work programme:

- Care homes
- PPE
- Food resilience
- The community response
- Children and parenting
- The health and well-being of people following the outbreak, including their mental health and issues about substance and domestic abuse.
- Local Track and Trace.

10.3 **That the Chair and Vice-Chair in consultation with the Group Spokes agree a programme of scrutiny work following this meeting in response to the issues raised.**

The meeting concluded at 13:10

Chair

Scrutiny Committee

Item 8

Decision making report title:	Children's Services Covid-19 Response
Date of meeting:	23 June 2020
Responsible Cabinet Member:	Cllr John Fisher (Cabinet Member for Children's Services)
Responsible Director:	Sara Tough, Executive Director for Children's Services

Introduction

The Covid 19 pandemic has necessitated an unprecedented response from Children's Services. It has encompassed a complete transformation of all aspects of the department and coordinated action across the Children's Partnership in order to ensure continuity of support, the safety and wellbeing of children and to minimise the disruption and other negative impacts of the enforced lockdown. I am grateful to every member of the Children's Services teams for their effort, professionalism, skill and commitment during this most challenging time.

Executive Summary

A presentation will be delivered to Committee giving an overview of the activity within Children's Services in response to the pandemic.

Recommendations

1. To have oversight of and comment on the response from Children's Services to the Covid 19 pandemic.

1.	Background and Purpose
1.1.	To provide the Scrutiny Committee with a summary of how Norfolk County Council's Children's Services have responded to the Covid-19 crisis. The report below provides a very high-level overview of the key themes and approaches but a presentation will be given at Committee providing greater detail and the opportunity for a dialogue.
1.2.	On 31 December 2019, the World Health Organisation (WHO) was informed of a cluster of cases of pneumonia of unknown cause detected in Wuhan City,

	China. The cause is now identified as a Coronavirus, one of the family of viruses which caused the SARS (Serious Acute Respiratory Syndrome) outbreak in 2002-2003 across the world. The virus was subsequently named Covid-19.
1.3.	The UK went into full lockdown on 20 March, and whilst some lockdown easing has subsequently been announced the UK remains in the Delay phase. Social distancing and other measures asked of people, especially those with symptoms or who are more vulnerable still remain a priority to manage the outbreak.
2.	Proposals
2.1.	<p>The response from Children's Services to date has been far ranging and we have adjusted our services and processes to ensure we can best support children and families during this period.</p> <p>Complementing the overall command, control and co-ordination structure put in place across the Council, Children's Services adopted a programme management approach putting in place a clear management structure, bringing together Partner and system representation on all delivery workstreams, which was aligned strategically via the Children and Young People's (CYP) Strategic and Safeguarding Partnership Boards which have merged together during crisis.</p> <p>These arrangements are outlined below:</p> <p>The next section of this paper provides an overview of some of the key challenges which have been the focus of these delivery workstreams</p>
2.2.	
3.	Children's Service's Key Areas of Focus
3.1.	<p>Education, Schools, Settings and Colleges</p> <ul style="list-style-type: none"> Strategic co-ordination and leadership of the COVID response for early years, schools and colleges, across Norfolk

	<ul style="list-style-type: none"> • Practical support and provision of guidance, support and challenge to education providers to make appropriate and safe provision, initially for childcare, home learning and more recently for face to face learning • The establishment of a school and setting cluster model to support the resilience across the system • Ensuring the continuation of free school meals and other support to disadvantaged families during the crisis • Oversight of the school attendance of vulnerable children and ensuring contact and ongoing engagement for those children not in schools or settings
3.2.	<p>Special Educational Needs and Children with Disabilities</p> <ul style="list-style-type: none"> • The continuation of duties in relation to special educational needs as appropriate and work within the modified arrangements to make reasonable adjustments for provision • Very close working with Norfolk special schools – supporting them to maintain and re-establish provision • Organising support at home via outreach and virtual contact to ensure children who cannot be in schools and settings are still supported and families are helped to manage through the lockdown period <p>Supporting the resilience of Children with Disability Services – managing staffing challenges and developing creative approaches to support where normal residential or short break services cannot be offered</p>
3.3.	<p>Children's Social Care</p> <ul style="list-style-type: none"> • Developing and implementing revised approaches to practice in light of the pandemic – determining which aspects of practice to continue to deliver face to face and which to do remotely – balancing the public health risks with child protection needs • Ensuring continuity of provision and staffing in essential areas of service – including safeguarding teams, care placements and the Advice and Duty Service • Staying in close contact with our most vulnerable children - establishing new and enhanced contact and support arrangements for key - with a particular focus on looked after children, care leavers, those living in semi-independent provision and out of area placements • Identifying and responding to heightened safeguarding risks such as domestic abuse and online exploitation
3.4.	<p>Community / Tier 2 Support</p> <ul style="list-style-type: none"> • Coordinating across the Children's Partnership and sharing intelligence and data to identify vulnerable children and families who might be require additional support or where needs might be being missed

	<ul style="list-style-type: none"> • Expanding the range of 'early help' support – proactively reaching out to families in need • Wrapping additional help around the school cluster model – ensuring that the wider wellbeing needs of more vulnerable families are picked up and met • Responding to the significant reduction in safeguarding referrals by establishing a campaign to facilitate better identification, reporting and protection of children during coronavirus lockdown. • Maintaining and expanding the direct engagement of children and young people – ensuring they are not isolated and that we understand how the lockdown is affecting children and young people
3.5.	<p>Commissioning, Resources and Funding</p> <ul style="list-style-type: none"> • Maintaining regular contact with providers as part of monitoring their capacity to maintain essential and critical services – offering support to maintain sufficiency and continuity in key service areas • Supporting the services we commission to move their support for children, young people or families onto telephone or online channels, in line with social distancing restrictions. • providing additional support to early years providers to remain open for the children of key workers. This has included a similar level of coordination and support to that for mainstream schools, as well as financial, staffing and catering support. <p>Ensuring the continuity of our range of in-house Residential, Fostering, Semi-Independent and Adoption services, managing staffing challenges and working creatively to ensure we avoid disruption to care for vulnerable children</p>
4.	Financial Implications
4.1.	At this stage work is ongoing to understand the full financial implications for Children's Services of the Covid 19 crisis
5.	Resource Implications
5.1.	Staff:
	<p>Staff across the County Council have taken on new or changed activities to ensure critical response activities can be delivered. Detail will be in the presentation.</p> <p>Going forward some of the issues for Children's Services will be somewhat less obvious than for other areas of NCC and society, the need will be hidden from view initially and will impact over the coming months. It is no less real and we are concerned that if we don't put a substantial operational preventative response in place now then there is the potential for need and demand to escalate rapidly over the next 6-12 months. To prepare for this we have undertaken a cross partnership needs analysis to forecast the type of needs</p>

	that we believe will become increasingly prevalent over the coming month in order to reshape our preventative offer.
5.2.	Property:
	There are no property implications as a result of this paper. The property considerations within the response will be covered in the presentation.
5.3.	IT:
	We have made a step-change in the use of IT technology through our response to Covid 19 – this will be a theme within the presentation
6.	Other Implications
6.1.	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>
6.2.	Human Rights implications
	The emergency response has a clear focus on protecting those who are most vulnerable. There will be a number of impacts as a result of the emergency, particularly as a result of lockdown restrictions, and these will need to be carefully considered moving forward. It is important the Response activity does not come at the expense of longer-term impacts, and this forms an important consideration of all activities. The NRF Recovery Impact Assessment will aim to identify all of the impacts from the emergency, and how these are/can be addressed.
6.3.	Equality Impact Assessment (EqIA) (this <u>must</u> be included)
	COVID-19 has impacted on every individual and family across Norfolk, particularly on people with protected characteristics. New evidence is emerging daily about the nature and extent of this impact. In view of this, a dynamic equality impact assessment has been developed and published on the County Council's website. This impact assessment is being used by Cabinet to inform decision-making during the COVID-19 crisis.
6.4.	Health and Safety implications (where appropriate)
	Health and safety implications of all activities are considered as part of normal working practices and have been a substantial feature of the response. This will be covered in the presentation

6.5.	Any other implications
7.	Risk Implications/Assessment
7.1.	N/A
8.	Select Committee comments
8.1.	N/A
9.	Recommendations
9.1.	1. To have oversight of and comment on the response from Children's Services to the Covid 19 pandemic.
10.	Background Papers
	a Reports considered by Cabinet 11 May 2020 – titled ‘NCC Response to COVID-19’ and ‘COVID-19 financial implications for Norfolk County Council’

Officer Contact

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

Officer name:	James Wilson	Tel No.:	01603 217750
Email address:	James.wilson@norfolk.gov.uk		



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Scrutiny Committee

Item 10

Decision making report title:	Children's Services agenda for Scrutiny
Date of meeting:	23 June 2020
Responsible Cabinet Member:	Cllr John Fisher, Cabinet Member for Children's Services
Responsible Director:	Sara Tough, Executive Director for Children's Services

Introduction

In January 2020 we presented to Scrutiny Committee a report which outlined the 5 strategic themes of the Children's Services Transformation programme. These areas have now been agreed and this report sets out the proposed forward plan for Scrutiny Committee to review them.

The Children's Services transformation programme aims to deliver an ambitious change and improvement for the department. It is a long-term plan and covers both the Council and the wider children's partnership. This is a major area of focus, risk and ambition for the County Council and so should be a core focus for the Scrutiny Committee.

Elsewhere on the agenda for Scrutiny Committee today is a report proposing the establishment of a Children's Services Scrutiny Sub Committee. It is suggested that the programme of work outlined in the report be developed and action by this Sub Committee.

Executive Summary

The agreed framework for Scrutiny of the Children's agenda is organised under the five strategic themes of the Children's Transformation programme, namely

1. Inclusion
2. Prevention and early intervention
3. Effective Practice
4. Edge of Care and Alternatives to Care
5. Re-shaping the Care Market and creating the capacity we need

The proposed Sub Committee will receive a report on each theme across the year, providing performance measures, data and other evidence under these strategic themes. The timing of these reports is important as it will need to align to when certain performance data is made available at a national level.

Consideration has also been given to organising a series of member workshops under the same theme to allow members to gain a greater understanding of each theme.

Recommendations

1. To agree the suggested sequence of the 5 themed areas for consideration at the proposed Children's Services Scrutiny Sub Committee

1. Background and Purpose

- 1.1 Children's Services is delivering an ambitious change and improvement programme that is transformational, long term and which spans across both the Council and the wider children's partnership. We want to build a sustainable system for children's safety, well-being and success in Norfolk and to do that we need services which provide the right level of skilled response to different levels of family need, promptly, cost effectively, and which deliver positive outcomes.
- 1.2 The success, impact, quality and efficiency of this agenda in Children's Services is therefore clearly a key area of focus for the oversight of the Scrutiny Committee and proposed Children's Services Sub Committee and members will want to test, support and assure themselves across the breath of this work.

2. Proposals

- 2.1 The approach of the sessions has already been shared and agreed by Scrutiny Committee and is detailed in the January report.
- 2.2 Before each theme is reported to the proposed Children's Services Scrutiny Sub Committee, a member workshop will take place which will allow members to spend some focussed time to get a greater understanding of topic, how it fits in with the overall programme, its rationale and intended impact as well as interrogate the evidence base.
- 2.3 Committee members will have a good understanding of the implementation of the transformation programme and each of the service areas and will be able to test its impact on outcomes for Norfolk's children and young people, in order to make recommendations based on its findings.
- 2.4 The sequence of the themes is as follows:
 1. Workshop will be held on 'Inclusion' ahead of the theme coming to sub-committee
 2. Workshop will be held on 'Early Help and Prevention' ahead of the theme coming to sub-committee

3. Workshop will be held on 'Practice Quality / Model' ahead of the theme coming to sub-committee
 4. Workshop will be held on 'Edge of Care and Alternatives to Care' in ahead of the theme coming to sub-committee
 5. Workshop will be held on 'Reshaping the Care Market' in ahead of the theme coming to sub-committee
- 2.5 A suite of performance indicators, data and other evidence will be developed under the themes listed above. The Sub-Committee will receive a report highlighting the key issues, strengths and weaknesses from the data and an analysis of whether outcomes and quality are improving in each area. The report will also highlight suggested discussion areas and proposed next steps to address areas of less strong performance.

3. Impact of the Proposal

- 3.1 The intention of this proposal is to give members a comprehensive and strategic framework within which to provide robust and supportive scrutiny of the Children's agenda. If successful, the framework will therefore guide the discussion at Committee and also for discussions at Committee meetings which identify key issues, provide good challenge and help steer the success of the programme to achieve better outcomes for children across the breadth of service areas.
- 3.2 The sequence and timing of the themes will ensure that Committee have an opportunity to review the themes with relevant and up to date information available to them and will allow recommendations to be made in a timely way which will influence the areas of change.

4. Evidence and Reasons for Decision

- 4.1 It is suggested that scrutiny of the data, evidence and information under these themes will provide the sub Committee with an ability to test the effectiveness of Children's Service over time – measuring the distance travelled and impact throughout the programme.
- 4.2 These themes will capture all of the key areas of service and all of the major areas of budget expenditure.
- 4.3 The themes are more cross-cutting and integrated than a traditional focus on different Directorate areas and should therefore pick up and help scrutinise how well the programme is joined up across Children's Services and its partners.

5. Financial Implications

There are no financial implications from this proposal. The themes identified for Scrutiny will cover all of the major areas of financial spend in Children's Services.

6. Resource Implications

6.1 **Staff:** None

6.2 **Property:** None

6.3 **IT:** None

7. Other Implications

7.1 **Legal Implications:**

None

7.2 **Human Rights implications:**

None

7.3 **Equality Impact Assessment (EqIA) (this must be included):**

None

7.4 **Health and Safety implications**

None

7.5 **Sustainability implications** (where appropriate)

None

7.6 **Any other implications**

None

8. Risk Implications/Assessment

None

9. Select Committee comments

n/a

10. Recommendations

To agree the suggested sequence of the 5 themed areas for consideration at the proposed Children's Services Scrutiny Sub Committee

11. Background Papers

Scrutiny Committee report – Proposal for Scrutiny of the Children's Agenda

Officer Contact

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Scrutiny Committee

Item 11

Decision making report title:	Children's Services Scrutiny Sub Committee
Date of meeting:	23 June 2020
Responsible Cabinet Member:	Cllr John Fisher, Cabinet Member for Children's Services
Responsible Director:	Sara Tough, Executive Director of Children's Services

Introduction

In January 2020 the Local Government Association (LGA) undertook a review of the County Council's newly developing governance arrangements. The LGA's Governance review formed Phase 1 of ongoing work to strengthen the Council's system of governance, refresh arrangements for member development and training, and adapt the democratic support & scrutiny function which supports the new system. The work builds on the findings of the LGA's Corporate Peer Challenge at the end of 2019.

The LGA's Report included four key recommendations, each with a series of related actions, covering the following areas - work programming across the key components of the governance system, reviewing the Council's Constitution, scrutiny and wider ownership of children's services matters, and member training and development.

On 27 February 2020, County Council Group Leaders met to consider the LGA report. Consideration was given to the need highlighted in the report to, 'Ensure both the scrutiny and wider corporate ownership of children's services matters meets the highest possible standards, in order to achieve the best possible outcomes for Norfolk's young people and their families'. To support this recommendation, it was agreed to establish a body to focus specifically on children and young people as a sub group of this Committee.

Recommendations

- 1. To note the establishment of a sub group of this Committee to consider Children's Services matters**
- 2. To ask the Chair and Vice Chair to agree terms of reference for the sub group and agree wider membership**
- 3. To ask the Chair and Vice Chair to consider developing a draft work programme for the sub group based on outcomes from the earlier Children's Services scrutiny and reports considered elsewhere on this agenda.**

1. Background and Purpose

- 1.1. In January 2020 the Local Government Association (LGA) undertook a review of the Council's newly developing governance arrangements. The LGA's Governance review formed Phase 1 of the ongoing work to strengthen the Council's system of governance, refresh arrangements for member development and training, and adapt the democratic support & scrutiny function which supports the new system. This work builds on the findings of the LGA's Corporate Peer Challenge at the end of 2019.
- 1.2. The LGA's Report included four key recommendations, each with a series of related actions, covering the following areas - work programming across the key components of the governance system, reviewing the Council's Constitution, scrutiny and wider ownership of children's services matters, and member training and development.

2. Proposals

- 2.1. On 27 February 2020, County Council Group Leaders met to consider the LGA report. Consideration was given to the need highlighted in the report to, 'Ensure both the scrutiny and wider corporate ownership of children's services matters meets the highest possible standards, in order to achieve the best possible outcomes for Norfolk's young people and their families'. To support this recommendation, it was agreed to establish a body to focus specifically on children and young people as a sub group of this Committee.

3. Reasons for Decision and Impact of the Proposal

- 3.1. Establishing a sub group of Scrutiny Committee, with a specific focus on Children's Services matters, will work towards developing effective governance arrangements to ensure that the County Council is achieving the best possible outcomes for young people and their families in Norfolk.
- 3.2. On the agenda for the meeting today is a report from Children's Services, originally intended for the March 2020 meeting which was cancelled because of the COVID 19 emergency. This report responds to earlier work by the Scrutiny Committee to consider how best to support and scrutinise the Children's Services transformation programme. The creation of a sub group for Children's Services matters would allow for Members of this group to focus on the 5 strategic themes in the Children's Services Transformation programme and the main Scrutiny Committee to concentrate on other areas of focus within the County Council, including the wider response to the COVID 19 emergency.

4. Financial Implications

- 4.1. There are no financial implications to the creation of a sub group of this Committee.

5. Resource Implications

5.1. **Staff:**

Further Officer support will be needed from Democratic Services for this sub Committee.

5.2. **Property:**

N/A

5.3. **IT:**

Meetings of the Sub Committee will be held virtually as will other County Council meetings for the foreseeable future.

6. Other Implications

6.1. **Legal Implications**

N/A

6.2. **Human Rights implications**

N/A

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

N/A

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

N/A

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

6.6. **Any other implications**

7. Risk Implications/Assessment

- 7.1. N/A

8. Select Committee comments

- 8.1. This report has not been considered by Select Committees however the Sub Committee will need to ensure that it avoids duplication of any future work programme with others, particularly the People and Communities Select Committee.

9. Recommendations

- 9.1.
- 1. To note the establishment of a sub group of this Committee to consider Children's Services matters**
 - 2. To ask the Chair and Vice Chair to agree terms of reference for the sub group and agree wider membership**
 - 3. To ask the Chair and Vice Chair to consider developing a draft work programme for the sub group based on outcomes from the earlier Children's Services scrutiny and reports considered elsewhere on this agenda.**

Officer Contact

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Report to Scrutiny Committee

Report title:	Forward Work Plan
Date of meeting:	23 June 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 draft forward work plan and any future items for scrutiny	

1. Background and Purpose

- 1.1. At the last 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. The Committee agreed that the Chair and Vice Chair, in consultation with the Group Spokes would consider the issues raised in the meeting and draft a suggested programme for scrutiny.
- 1.3. Attached at Appendix A is their proposed programme of work for the remainder of the year.

2. Proposals

- 2.1. At the last meeting it was noted that we were still in the middle of the COVID 19 crisis and any programme of scrutiny work needed 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 Chair and Vice Chair have been mindful of 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. Life Opportunities for Adults with Learning Disabilities and/or Autism

- 3.1 At the Scrutiny Committee meeting held on 20 February 2020 Members considered a call in of the Cabinet's decision of 3 February 2020 relating to 'Life Opportunities for Adults with Learning Disabilities and/or Autism'. The Committee agreed with the ambitions and general direction of travel behind the Cabinet decisions but advised Cabinet (and the Service Department) to consider the following issues when implementing the decision:

1. That there should be more co-production in areas such as the service specification, the monitoring arrangements and the reviews of the pilots. This will enable these issues to be better addressed when the implementation is planned and carried out and for the monitoring and review of pilots to be genuine co-productions.
2. That a way should be found to strengthen and improve the flow of information on learning disability issues to Councillors generally.
3. That a full briefing on the outcomes of the pilots should go to the People and Communities Select Committee so as to strengthen strategy development (perhaps through a Working Group of the Select Committee that is already looking into these issues).
4. That, because of concerns about the scale of change for service users, their carers and providers, the new services should be up and running before existing services and contracts are changed.

- 3.2 Cabinet gave consideration to these recommendations at their meeting on 3 March 2020 and a formal response to the Scrutiny Committee has now been received as follows:

"At the end of February the Scrutiny Committee supported the direction of travel for Life Opportunities service and made recommendations about embedding the values and principles of co-production and asked for feedback to councillors and a formal report on progress to the People and Communities Select Committee.

Covid-19, social distancing and the redeployment of staff to focus on priority activities has affected implementation timelines. Most day services closed by the 23rd March in response to government guidance and their current focus is how they can support people to meet priority needs whilst maintaining social distancing and risk assessing how any return to building or location based services can be achieved safely. This planning and design of safe services is likely to remain the focus of providers, commissioners and front line staff for the coming months.

Whilst the pandemic has interrupted plans the directorate remains committed to taking forward and implementing the approach agreed by cabinet and ensuring it is supported by robust co-production. New methods of co-production and engagement will be needed so social distancing can be observed and those who need to remain shielded can do so. We have already started this through

telephone contact and through easy read letters to all 1300 people who used services before they closed. Collated information will be reported to People Select Committee.

We do not anticipate the pilots proposed to start during the next 6 months and the tender process is on hold. However, this will be kept under review. When we do restart the work, it will start with establishing a co-production design group, which will enable people to participate in a way that is appropriate under the social distancing guidance in place at the time.”

4. Resource Implications

4.1. 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.

4.2. Property:

None

4.3. IT:

None

5. Other Implications

5.1. 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.

5.2. Human Rights implications

None

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

None

5.4. Health and Safety implications (where appropriate)

None

5.5. Sustainability implications (where appropriate)

None

5.6. Any other implications

None

6. Risk Implications/Assessment

6.1. None

7. Select Committee comments

7.1. Select Committees will not be meeting until July 2020 however they will be receiving 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.

8. Recommendation

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

9. Background Papers

9.1. [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
23 June	COVID 19 - Supporting children, young people and families during the crisis	Emergency Planning issues: <ul style="list-style-type: none"> - What are the current issues being faced - What lessons have we learnt so far – what worked well, what didn't - how robust were our emergency plans and internal business continuity - How can we use these lessons to support and contribute to future planning - Safeguarding - Education provision– return for reception, Year 1,6, 10 and 12 - Mental health and wellbeing of children and young people - Issues around substance and domestic abuse 	John Fisher	Sara Tough
	Children's Services Scrutiny	Report postponed from 17 March 2020 meeting outlining areas for future scrutiny	John Fisher	Sara Tough
	COVID 19 - update	Update on any emerging issues		Dr Louise Smith
22 July	COVID 19 - Support for shielded and vulnerable people in our communities	Emergency Planning issues: <ul style="list-style-type: none"> - What are the current issues being faced - What lessons have we learnt so far – what worked well, what didn't - how robust were our emergency plans and internal business continuity - How can we use these lessons to support and contribute to future planning - Safeguarding 	Bill Borrett	James Bullion Dr Louise Smith

		<ul style="list-style-type: none"> - Care homes, food supplies, PPE - Community response – what lessons can we learn from this, how can we harness this support and ensure a positive legacy. - Track and Trace 		
	Budget 2020/21	Consideration of cycle for budget scrutiny for 2020/21	Andrew Jamieson	Simon George
19 August	COVID 19 – Internal processes	Consideration of any issues regarding: <ul style="list-style-type: none"> - Democratic processes - Support for Members - Communications – both internally and to the public - ICT 		
23 Sept	COVID 19	Normalisation and Recovery Planning <ul style="list-style-type: none"> - Overview including Public Health, Communities, health protection, any further spikes? 		Dr Louise Smith
	Budget 2020/21		Andrew Jamieson	Simon George
21 October	COVID 19	Normalisation and Recovery Planning <ul style="list-style-type: none"> - 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 <p>Norfolk Economy and support for businesses (link in with scrutiny of the LEP)</p> <p>Digital</p>	Graham Plant Tom FitzPatrick	Tom McCabe

23 Dec				

Items also to be scheduled:

- **Regional Schools Commissioner**

Report postponed from 17 March 2020 meeting

- **Early Childhood and Family Service**

Report postponed from the April 2020 meeting. It is suggested that this issue could be considered by the proposed Children's Services Scrutiny Sub Committee as a 12-monthly update in November 2020.