

Overview and Scrutiny **Annual Report** 2017 - 2018

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Foreword

I am very pleased to introduce this Annual Report to Council which outlines the work and impact of the overview and scrutiny committees during 2017-18. During the course of the year scrutiny councillors have been engaged in looking at a wide range of interesting issues with the intention of holding decision makers to account for their decisions and performance; reviewing whether services meet the needs of local people; and exploring opportunities for improvement. The Council and its partners are operating in challenging times and the scrutiny process has much to offer as organisations explore new ways of working.

I would like to take this opportunity to thank scrutiny councillors for their active engagement over the past year. In particular I would like to thank Councillor Anne Peach and Councillor Sue Johnson who supported me as Vice-Chairs of the Overview and Scrutiny Committee and chaired the Health Scrutiny Committee and Children and Young People Scrutiny Committee respectively. We have worked alongside the Council's Executive and leadership providing constructive and critical challenge and contributing to service improvement, and I would like to acknowledge the willing engagement of Executive councillors and senior officers with the scrutiny process. In addition, as this report shows, the scrutiny committees have also taken the opportunity to look at issues affecting the lives of our residents beyond the direct responsibility of our own authority. We have received valuable contributions from a wide range of individuals and organisations during the course of the year and I would like to thank them for taking the time to contribute their expertise and experience to inform our work. In particular I would like to thank Maria Ward (Children and Young People's Network) and Martin Gawith (Healthwatch Nottingham) who regularly attended and contributed to our meetings, adding valuable insight and evidence from their organisations and sectors.



Brian Parbutt

Councillor Brian Parbutt
Chair of the Overview and Scrutiny Committee
Nottingham City Council

Introduction

Overview and scrutiny exists to help improve governance and public services for the benefit of local people. It ensures that the Council's Executive is publicly held to account for its decisions and actions and promotes open and transparent decision-making and democratic accountability. It also has a wide remit to explore how the Council and its partner organisations could improve services for the people of Nottingham by:

- reviewing existing policy and contributing to the development of new policy;
- acting as a 'critical friend' to those making decisions;
- holding decision-makers to account for their decisions and actions through the call-in process; and
- challenging performance to ensure that services are meeting the needs of local communities.

During 2017/18 overview and scrutiny work was carried out by:

- an Overview and Scrutiny Committee chaired by Councillor Brian Parbutt which took an overview of key strategic issues relevant to Nottingham, ensuring decision-makers were held to account for their decisions and actions;
- a Health Scrutiny Committee which carried out the statutory roles to review and scrutinise matters relating to health in the Council's area, with powers to make reports and recommendations to health service commissioners and providers. The Committee was chaired by Councillor Anne Peach;
- a Children and Young People Scrutiny Committee chaired by Councillor Sue Johnson which focused on the scrutiny of issues and services relevant to the wellbeing and safeguarding of children and young people in the City; and
- a Call-in Panel which met as and when required to consider requests to 'call in' Executive decisions that had been made but not yet implemented. The Panel met once during 2017/18.

The function was supported by two Senior Governance Officers (as part of their wider role), with support from other colleagues in Constitutional Services.

As part of developing its evidence base, the overview and scrutiny committees often invited individuals and organisations to attend meetings and provide information about their work, experience or expertise. Councillors also undertook visits to see services being delivered first-hand and speak to service users and frontline staff. We would like to take this opportunity to thank all those who contributed to the work of overview and scrutiny during 2017-18.

Contributing To Service Improvement

Overview and scrutiny provides an opportunity for councillors to review decisions, policies and services of the Council and other organisations operating in Nottingham to ensure that they meet the needs of local communities. Where evidence shows that there could be a better way of doing things, overview and scrutiny can make recommendations for change. Overview and scrutiny cannot make decisions or overturn the decisions of others. Instead it aims to support service improvement by putting forward robust evidence-based recommendations to influence the decisions and actions of those who can make decisions. Decision makers are asked to provide a response to recommendations and overview and scrutiny councillors then monitor the implementation of accepted recommendations to assess the impact.

During 2017-18 the overview and scrutiny committees were involved in a wide range of interesting work that we hope has made a useful contribution to improving services for local people. This Annual Report provides some examples of that work.

Overview and Scrutiny Committee

This year scrutiny work has been carried out in Overview and Scrutiny Committee meetings. Examples of this work are outlined below to give a flavour of what scrutiny councillors did in 2017-18.

Broadmarsh development

The Portfolio Holder for Strategic Infrastructure and Communications attended a meeting to discuss the plans for the development of the Broadmarsh area, and the impact this has on the City. The Committee heard detailed plans for the development and the plans in place to mitigate any disruption resulting from the development. The Committee was assured that measures were in place to minimise any negative impact from the works and welcomed the development plans.

Fly-tipping in Nottingham

Over two meetings the Committee reviewed how Council services work together to combat fly-tipping. The first meeting comprised an overview of the services provided by the Council, and the enforcement process when fly-tipping has occurred. After the first meeting, the Committee decided to focus the second meeting on the costs of waste management, the implications for other services, the work of the Waste Advisors, the current campaigns, and the general work that is done to educate citizens on the services available and the implications of not using them. Colleagues from the relevant services were in attendance at both meetings to provide the Committee with information and answer its questions. From the evidence provided, the Committee concluded that the services work well together to combat any issues with waste in the City, particularly given the decreasing resources available to them, and that there is very little that could be done differently, but did make two recommendations regarding funding and information sharing which have been taken on-board by the services.

Commercialism

The Committee received information on the work the Council is undertaking to become more commercial and generate income to mitigate against budget reductions. The Committee was assured that the Business Development and Commercial Innovation Team develop in-depth business reviews and create targeted action-plans for every commercialisation proposal, and that every business unit has a 5 year growth plan with goals, to make sure that they are fit for the future.

Crime and policing in Nottingham

Representatives from the Crime and Drugs Partnership (CDP), the Police and Community Protection attended a meeting to discuss the work of the CDP and recorded crime performance in Nottingham. The review of the work of the CDP and Police was commissioned by the Committee due to concerns about the increase in crime that had been experienced in the City. The Committee received assurances that some of the increase was down to a change in recording procedures, and that the Police had plans in place to reintroduce a form of the previous city division in order to address the issues being experienced. The Committee agreed that it would schedule a further update during the 2018/19 municipal year.

Air quality

A review of air quality in Nottingham was undertaken, focusing on air pollution and health, smoke control areas and clean air zones and resolved to explore possible changes to Council policy for improving air quality at a future meeting, which has been scheduled for the 2018/19 municipal year.

Cycling Strategy update

Further to its review in 2016/17 when the Committee made a number of recommendations and agreed to monitor the targets and outputs detailed on the Nottingham Cycle City Action Plan 2016/17-2020/21, colleagues from the Cycling and Roadspace Transformation Team attended a meeting to provide an update on the Strategy and the progress that has been made.

Portfolio Holders

During the 2017/18 municipal year the Committee welcomed Portfolio Holders to discuss their progress against red and amber Council Plan priorities, their objectives and current challenges within their remit. The Committee agreed that it would extend the invite for the 2018/19 municipal year, with a focus on the main priorities and challenges for the last year of the Council Plan. The Portfolio Holders with responsibility for children and health were invited to attend the scrutiny committees relevant to their remit, and the invitation will be extended to the 2018/19 municipal year.

Children and Young People Scrutiny Committee

The Children and Young People Scrutiny Committee was established in recognition of the importance of having robust scrutiny of services to protect children and young people and ensure their wellbeing. Over the course of the year the Committee has proactively explored a range of issues relating to child safeguarding, wellbeing and education. Examples of this work are set out below.

The Portfolio Holders for Early Intervention and Early Years and Business, Education and Skills and the Corporate Director for Children and Adults were all willing to engage with the Committee as requested during the course of the year. The Committee spoke to a range of senior managers and front line service providers and also benefited from external input from a representative of the Children and Young People's Network. During the year the Committee sought nominations for new Parent Governor Representatives to be involved in its work on education issues. Unfortunately there were no nominations at that time, so the process will be re-run at a later date.

Education of children and young people

Representatives of Bluecoat Beechdale and Farnborough Academies spoke to the Committee about their school's improvement journey; the support that they believed was needed to achieve further improvement; and their insights into issues relating to the education and attainment of young people in the City. These were really interesting and informative discussions and provided evidence to inform scrutiny reviews into issues such as school exclusions. Going forward the Committee will be continuing a programme of engaging directly with Trusts to gain insight from their expertise and experience and hold them to account for their role and responsibilities for the education of the City's children. The Committee also met with the Regional Schools Commissioner for East Midlands and the Humber, who works with school leaders to take action in underperforming academies and free schools. The Committee asked him about his role in contributing to achieving the City's ambition that all schools will be good or outstanding and discussed his working relationship with the local authority on issues

of importance to the City. This was the start of a relationship with the Commissioner and further meetings will be held in future years.

The issue of school exclusions arose during discussions with academy trusts on school improvement. Having reviewed the data, the Committee was concerned about the high level of permanent school exclusions at secondary school level and the increasing number of permanent school exclusions at primary school level. The Committee was reassured that this was also an issue of concern for the Portfolio Holder and Council's Head of Access and Learning and that action was already being planned, including through Schools Forum, to try and tackle the issue through early intervention and preventative work. The Committee intends to review progress on implementing these actions during the forthcoming year.

The local authority is responsible for ensuring that there are sufficient school places for children and young people in the City and had set an ambition in the Council Plan that there will be a choice of places for every child at a local primary school. The Committee spoke to the Portfolio Holder for Business, Education and Skills about performance in delivering this ambition. He informed the Committee that, as a result of the addition of over 4000 new primary school places across the City, 94% of parents got their 1st or 2nd choice of primary school. The Committee welcomed performance on this particular target, but asked about planning in relation to secondary school places for when this cohort of children reach secondary school age and as the percentage of City children attending County schools continues to fall (demand is expected to peak in 2022). The Committee heard that discussions are taking place with existing schools about increasing capacity, which can be challenging because most secondary schools are academies with their own priorities; and decided to review progress in increasing capacity at secondary school level during 2018/19.

Safeguarding of children and young people

The Committee was established shortly after the Ofsted inspection in 2014 when the Council was judged as requiring improvement, and has taken a close interest in action being taken in response to the findings of that inspection. The Committee was subsequently pleased to note that in early 2017 Ofsted had carried out a pilot inspection of children's services and found significant improvement from the previous inspection. This year the Committee continued to review progress in addressing areas identified by Ofsted for improvement, which included issues relating to the support provided for care leavers. Ofsted concluded that the Council had not been tenacious enough in sustaining contact and support for a small but significant number of care leavers. The Committee acknowledged the challenges in continuing to engage with all care leavers, particularly those who don't want to stay in touch, but the Committee felt that it was important for support to be available and welcomed the improvements made since the time of the inspection so that by September 2017 there was just a very small percentage of care leavers that the Leaving Care Team were not in touch with in any way. Following on from this the Committee will be looking at the Council's implementation of the national 'Keep on Caring' Strategy.

Social worker capacity was identified as a key issue in the 2014 Ofsted inspection and since that time the Committee has been monitoring the work taking place to recruit, retain and develop social workers in the City. The 2017 inspection noted that the Council had prioritised investment in building a stable, secure and skilled workforce but that independent reviewing officers did not have capacity to sufficiently monitor progress of children's plans between review meetings. Therefore the Committee decided to continue monitoring work to recruit and retain social workers during 2017/18. The Committee welcomed the innovative work taking

place, for example developing a bespoke 'grow our own' scheme for the distance learning social work degree, but acknowledged that challenges remain both locally and nationally.

The Chair of the Nottingham City Safeguarding Children Board has attended meetings of the Committee and shared his perspective on the state of safeguarding in Nottingham. The Committee also considered the Safeguarding Board Annual Report and reviewed future plans for the Board, and was pleased to note that the Board was assessed as being compliant with its statutory requirements. As a result of the Children and Social Work Act 2017 there will be changes in the organisation and framework of multi-agency protection and safeguarding arrangements. During 2018/19 the Committee intends to review proposals for, and the operation of the new arrangements to ensure that they are fit for purpose.

The Committee looked specifically at continued work taking place to tackle child sexual exploitation and gathered evidence from the Portfolio Holder for Early Intervention and Early Years, the Head of Safeguarding and Assurance, the Director of Integrated Children's Services and the Child Sexual Exploitation Co-ordinator and Missing Children's Team Manager and the Nottingham City Safeguarding Children Board Chair. Councillors particularly welcomed the work taking place with taxi drivers and security staff to enable them to be aware of what to look out for and act as 'eyes and ears' across the City. The Committee was reassured that the Chair of the Safeguarding Children Board was assured that the City was doing everything possible to reduce the risk of child sexual exploitation and that he felt the arrangements in place were robust, the approach taken was proactive in dealing with a difficult area of work and that Nottingham should be proud of what it is doing on this issue.

Call-in Panel

Call-in is a mechanism for scrutinising Executive decisions. Overview and scrutiny has the power to ask for an Executive decision to be reconsidered if, during the five working days immediately following an Executive decision being made, valid concerns are raised about the way in which the decision has been taken, for example that relevant information was not considered.

The Call-in Panel met once during 2017-18 in relation to the decision to remove the blue badge discount at Trinity Square Car Park. The Panel considered a range of evidence in relation to the decision including speaking with the relevant decision maker and those councillors who initially requested that the decision be reconsidered. The Panel agreed that the decision could be implemented, but the process provided an opportunity for councillors to find out more about the decision being taken and why and assurances were given in relation to the way in which the decision would be implemented.

Health Scrutiny

The Council has a statutory role to review and scrutinise the planning and delivery of local health services with the aim of helping to improve the health and wellbeing of local people. The role includes:

- strengthening the voice of local people in decision making, through democratically elected councillors, to ensure that their needs and experiences are considered as part of the commissioning and delivery of health services;
- taking a strategic overview of the integration of health, including public health, and social care;

- proactively seeking information about the performance of local health services and challenging and testing information provided to it by health service commissioners and providers; and
- being part of the accountability of the whole health system and engaging with the commissioners and providers of health services and other relevant partners such as the Care Quality Commission and Healthwatch.

In addition to the broad powers held by all overview and scrutiny committees, the Health Scrutiny Committee holds additional powers and rights to require information and attendance at meetings from organisations that commission and provide NHS and public health funded services; and to make reports and recommendations to those organisations and expect a response. Health scrutiny committees also have a statutory role to consider proposals to substantially develop or vary health services to ensure that the views of patients and the public have been taken into account when making significant changes, as well as ensuring that such changes are in the best interests of local health services. During 2017/18 the Chair worked closely with local clinical commissioning groups to agree a robust process for dealing with future proposals for substantial variations and developments to health services and met regularly with commissioners to have early conversations about potential changes and discuss what the Committee would expect in terms of consultation and engagement on those changes.

Health scrutiny councillors were disappointed that this year Nottinghamshire County Council decided to withdraw from long-standing arrangements to carry out joint scrutiny of health issues affecting residents of both the City and the County. This resulted in reduced capacity to undertake scrutiny and put pressure on the workload of the City's remaining Health Scrutiny Committee. Health scrutiny councillors have worked hard over the course of the year to ensure that, despite this, health scrutiny in the City was able to engage with a wide range of health and social care issues affecting the lives of local people.

Set out below are some examples of the work of the Health Scrutiny Committee over the last year.

Congenital heart disease services

During 2016/17 health scrutiny responded to consultation by NHS England on proposals for the future commissioning of congenital heart disease services. This included proposals to decommission Level 1 services at Glenfield Hospital, Leicester which is the provider that the majority of Nottingham City patients receive care from. The Chair engaged with the other health scrutiny committees across the region also affected on this issue. The consultation response raised concerns about both the consultation and the proposals. Therefore in December 2017 the Committee was pleased to hear that NHS England had decided to continue to commission University Hospitals of Leicester NHS Trust to provide Level 1 congenital heart disease services, conditional on the Trust achieving full compliance with the standards in line with their own plan to do so and demonstrating convincing progress along the way. To prevent duplication in scrutiny activity and unnecessary burden on the provider, the Chair asked the Leicester, Leicestershire and Rutland Joint Health Scrutiny Committee to lead on scrutiny of compliance with the standards and the Joint Committee agreed to do so.

Inpatient detoxification services

In November the Committee was notified that Nottinghamshire Healthcare NHS Foundation Trust was reviewing the inpatient detoxification services that it provided at The Woodlands Unit and that the Trust Board had taken a decision to consult on the closure of The Woodlands. The Committee was concerned about the implications for the relatively small

number of individuals with complex and acute needs who require inpatient care as part of their detoxification pathway. Councillors spoke to representatives of the Trust and local authority commissioners about the situation; and also received representations from Double Impact and the Local Medical Committee setting out their views that local clinically-led inpatient services were required and raising concerns about a lack of local provision if the Unit closed. Commissioners acknowledged the local need for inpatient provision and the Committee sought, and received public assurance from commissioners of their commitment to continued commissioning of inpatient provision, and required regular public reporting on progress in ensuring future provision.

The Committee asked the Trust and commissioners to explore ways of maintaining services at The Woodlands, but this was not possible and in January the Trust made the decision not to seek to renew or further extend contracts for specialist inpatient detoxification services at The Woodlands. While commissioners had previously committed to continued commissioning, the Committee was concerned that this could be in a format that was significantly different from the current, well regarded service and potentially be out of area. The Committee recommended that commissioners look towards commissioning local NHS-supported provision for inpatient services.

In March the Committee welcomed news that a local solution had been identified, with Framework (lead provider of drug and alcohol treatment in the City) being awarded a 10 month contract to provide inpatient detoxification services at its recently refurbished unit at Edwin House in Radford. The Committee spoke to commissioners, Nottinghamshire Healthcare Trust and Framework about this service change and contract mobilisation. Councillors were reassured that the service would provide local provision; still have clinical input from the Trust; that staffing ratios would be maintained with additional General and Mental Health Nurses and an Occupational Therapist; and there would be opportunity to establish closer links with the rest of the detoxification pathway. The Committee was also assured that Nottinghamshire Healthcare Trust and Framework were working closely together on service transition and, due to the length of stay, the direct impact on individual service users would be minimal. During 2018/19 the Committee will review provision under the new provider and speak to commissioners about development of the service specification for tendering of the service going forward.

Suicide Prevention

Following a review, the House of Commons Health Select Committee made a number of recommendations about suicide prevention including about the quality and implementation of local suicide prevention plans. One of these recommendations was that, while there is a need for national oversight, there was a role for local scrutiny of implementation of suicide prevention plans and that this could be a role for local authority health scrutiny committees. In response to this, the Committee carried out a review of the implementation of the Nottingham suicide prevention plan and how partners are working together to reduce suicide by City residents. The Committee gathered evidence from a range of partners including The Samaritans, Harmless (a voluntary organisation supporting people who do or are at risk of self harm and suicide), Nottinghamshire Police, Nottinghamshire Healthcare Trust and the local authority. The Committee was assured about implementation to date of the current plan but was concerned about risks for the future given financial pressures on partners. For example the Committee was concerned about the lack of funding for suicide prevention training for frontline staff and ongoing bereavement support services; and access to mental health secondary care services. The Committee also felt that there was a lack of awareness of suicide prevention and suicide bereavement services. The Committee discussed these

concerns with partners and during 2018/19 will be reviewing how they are taken into account in development of the refreshed suicide prevention strategy and action plan. At this point the Committee will also consider its ongoing role in scrutinising implementation of the refreshed plan. In the meantime, the Committee recommended that information was provided to all councillors to support them in their ward role.

End of life care

During 2016/17 the Committee carried out a review of end of life and palliative care services with a focus on whether services are meeting the needs of patients, their families and carers, including in relation to cultural and faith needs. Based on the evidence gathered, the Committee made seven recommendations for improvement to commissioners and providers. All of the recommendations were either fully or partially accepted. One of the recommendations was that Nottingham University Hospitals NHS Trust review the level of need, including on acute wards, for the services of the Hospital Palliative Care Team at weekends and ensure services are in place to meet that need. In response to the Committee's recommendation, the 2015 Care Quality Commission inspection of the Trust and the National End of Life Care Dying in Hospital Audit, the Committee reviewed its specialist palliative care need, provision and availability and supported development of a business case to fund a permanent seven day specialist palliative care service.

Carer support services

As part of the Committee's previous review of end of life services, councillors spoke to carers about the support that they received as carers of someone at the end of their life. As a result, the Committee made recommendations about the ways in which carers are made aware of the support available to them and how to access it. These recommendations were fed into the strategic review of support for carers carried out by the City Council and Nottingham City Clinical Commissioning Group. Following this review, carer support services were recommissioned and new services commenced in April 2017. Nine months into the new contracts, the Committee decided to review how the services were working and, in particular, the extent to which they were meeting the needs of carers. The Committee considered information on outcomes and performance of the new contracts; and spoke to both commissioning organisations, the Carers Trust (provider of the Carers Hub and adult carer services) and Action for Young Carers, Carers Federation (provider of young carer services). As the next stage in this review, the Committee has planned an event to speak directly with young and adult carers about their experience of the carer support services; and the Committee will then explore how service user feedback is used to improve commissioning and provision.

Winter pressures in health and social care

Every year health and social care services have to plan for and respond to what is known as 'winter pressures' (increased demand on services and challenges in service delivery). Winter 2017/18 was a particularly challenging period locally and nationally. In the immediate post-Christmas period both Nottingham University Hospitals NHS Trust and East Midlands Ambulance Service NHS Trust announced that their services were facing significant pressures. The Committee received information from NUH, EMAS, the A&E Delivery Board and commissioners about the reasons and context of the pressures experienced; how pressures were dealt with; and lessons to be learnt for the future to minimise the impact on patients and patient outcomes. In autumn, the Committee will be reviewing plans for winter 2018/19.

Procurement of services at Nottingham Treatment Centre

Circle Health currently provides a range of day case services at Nottingham Treatment Centre and that contract is due to come to an end in July 2018. Given the range of services provided at the Treatment Centre and the number of people who access those services, the Committee engaged with commissioners on proposals for the procurement process, including specifications for the services to be delivered under that contract.

Following the previous procurement of services at the Treatment Centre there were significant issues relating to provision of dermatology services, the reasons for and response to which were reviewed in depth at the time by then Joint City and County Health Scrutiny Committee. The Committee was keen to avoid similar issues arising from this procurement process and sought assurance from commissioners that lessons had been learnt. The Committee also considered evidence from the British Association of Dermatologists (BAD) and dermatology patients regarding the commissioning process, including the service specification for the dermatology service. The Committee wanted additional reassurance about the development of the specification for the dermatology service including what expertise had been sought and the process for engagement and consultation and how the specification had taken into account the recommendations of clinical experts. In response, commissioners sought specialist input from BAD and local GPs with Special Interest in Dermatology and amendments to the specification were made as a result of that input.

While the contract was out to tender, Circle Health announced that it was issuing a legal challenge to the process. The legal challenge resulted in delays to the process and, given the proximity of the expiry date of the current contract, the Committee requested public assurance from commissioners about service continuity for the large number of patients receiving services at the Treatment Centre. Recognising the risks to service continuity, commissioners agreed an out of court settlement with Circle ending the legal challenge and the current contract was extended by one year to allow time for the procurement to be rerun. The Committee was reassured regarding immediate service continuity, but raised questions about the implications of this course of action, including both the financial implications for commissioners and the impact of a one year contract on investment decisions by the provider. Commissioners have been asked to provide information on the future procurement plans including engagement with service users, and the Committee will continue to take an overview of the situation going forward.

Looking Ahead

For 2018/19, the scrutiny function will continue to be carried out in the same way, through the operation of an Overview and Scrutiny Committee, a Call-in Panel, a Children and Young People Scrutiny Committee, and a Health Scrutiny Committee, and the 2017/18 Chairs will continue in their previous roles. This will provide continuity in approach and allow the committees to build on the important work that they have undertaken over the past year. Examples of ongoing work that will continue have been outlined above, including reviewing carer support services; seeking assurance on planning to deal with winter pressures in the health and social care sector; and support for young people leaving care. The committees have also identified new areas of work that they believe will provide opportunity to add value, including reviewing the implementation, and impact of changes to targeted intervention services agreed as part of the Council's 2018/19 budget setting process; reviewing actions being taken by Nottinghamshire Healthcare Trust in support of its Quality Improvement Priority 'to reduce waiting times in services where delays in access could potentially cause harm and

improve the experience whilst waiting'; and reviewing the local impact of Small Steps, Big Changes. The local authority and its partners are experiencing challenging times with demand pressures and financial constraints, and overview and scrutiny provides a space to review how things are working and whether there is scope to do things differently, supporting organisations to work smarter and more efficiently. Councillors will be supported in doing this through the provision of a training session early in the year focusing on how to get the most from scrutiny and making it as effective as possible, including exploring ways of preparing for meetings; opportunities for evidence gathering; questioning skills and strategies; listening skills; and how to draw robust conclusions and make evidence-based recommendations.

Contact Information

For further information about this report, and anything else related to overview and scrutiny, please contact:

Jane Garrard

Senior Governance Officer

Telephone: 0115 8764315

Email: jane.garrard@nottinghamcity.gov.uk

Laura Wilson

Senior Governance Officer

Telephone: 0115 8764301

Email: laura.wilson@nottinghamcity.gov.uk