



Nottingham City Council Corporate Parenting Board

Date: Monday 17 January 2022

Time: 2:00pm

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham,
NG2 3NG

Please see the information at the bottom of this agenda front sheet about the measures for ensuring Covid-safety

Councillors are requested to attend the above meeting to transact the following business

Director for Legal and Governance

Governance Officer: Emma Powley **Direct Dial:** 0115 876 4891

- 1 Apologies for Absence**
- 2 Declarations of Interests**
- 3 Minutes** 3 - 10
Minutes of the meeting held on 15 November 2021, for confirmation
- 4 Reflections on Discussions with Young People** Verbal Report
Update by the Engagement and Participation Lead Officer
- 5 Child and Adolescent Mental Health Services for Children in Care** To Follow
Report of the Corporate Director for People
- 6 Advocacy Service for Children in Care - Annual Report 2020/21** 11 - 24
Report of the Children's Society
- 7 Local Government Association Project Work** Verbal Report
Update by the Head of Childrens' Regulated Services
- 8 Work Plan** 25 - 26
- 9 Future Meeting Dates**
Monday 21 March 2022 at 2:00pm

Councillors, co-optees, colleagues and other participants must declare all disclosable pecuniary and other interests relating to any items of business to be discussed at the meeting. If you need any advice on declaring an interest in an item on the agenda, please contact the Governance Officer shown above before the day of the meeting, if possible.

In order to hold this meeting in as Covid-safe a way as possible, all attendees are:

- asked to maintain a sensible level of social distancing from others as far as practically possible when moving around the building and when entering and leaving the meeting room. As far as possible, please remain seated and maintain distancing between seats throughout the meeting;**
- strongly encouraged to wear a face covering when entering and leaving the meeting room and throughout the meeting, unless you need to remove it while speaking to enable others to hear you. This does not apply to anyone exempt from wearing a face covering;**
- asked to make use of the hand sanitiser available and, when moving about the building, follow signs about traffic flows, lift capacities, etc.**

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at: <https://www.nottinghamcity.gov.uk/your-council/about-the-council/council-meetings-decisions/recording-reporting-on-public-meetings>. Any person intending to record the meeting is requested to notify the Governance Officer shown above in advance.

Nottingham City Council Corporate Parenting Board

Minutes of the meeting held in the Ground Floor Committee Room, Loxley House, Station Street, Nottingham, NG2 3NG on Monday 15 November 2021 from 2:00pm to 4:08pm

Membership

Present

Councillor Cheryl Barnard (Chair)
Councillor Maria Joannou (Vice Chair)
Councillor Jay Hayes
Councillor Nicola Heaton
Councillor Georgia Power
Councillor Shuguftah Quddoos

Absent

Councillor Phil Jackson
Councillor Maria Watson

Colleagues, partners and others in attendance:

Mary-Anne - Head of Childrens' Regulated Services
Cosgrove
Tajinder Madahar - Head of Extensive and Specialist Services
Treza Mann - Interim Service Manager for CIC and LCS
John Matravers - Service Manager - Safeguarding Partnerships
Emma Powley - Governance Officer
Jon Rea - Engagement and Participation Lead Officer

30 Apologies for Absence

Councillor Phil Jackson - unwell
Councillor Maria Watson - self-isolating

31 Declarations of Interests

None.

32 Minutes

The minutes of the meeting held on the 20 September 2021 were agreed as a true record and signed by the Chair.

33 Independent Visitors Report

Michelle Brown, Volunteer Co-ordinator - Change, Grow, Live (CGL) elaborated on the report and updated the Board. The following points were highlighted:

- a) Volunteers are trained under the Change Grow Live Safer Volunteer Recruitment (SVR) process which is committed to anti-discriminatory law, policy and practice. SVR involves a seven-stage process including; application form, first interview, classroom training, enhanced DBS check, references, assessment pack and pre - commencement interview. Volunteers are prohibited from meeting with a child/young person until all of the stages have been successfully completed.

- b) Due to the Covid-19 pandemic, it became necessary for changes to be made to the recruitment and training of volunteers. Government guidance prompted adaptations to working methods to enable the Nottingham Independent visitor Service to continue operation during the lockdown period.
- c) All direct face to face work was suspended in order to minimise risk to staff, volunteers and young people. Communication via phone calls, text message, emails, and video calls continued.
- d) Prior to the pandemic, Change Grow Live would carry out face-to-face interviewing of volunteers, with successful applicants trained in groups of 10 or 12 in central locations or at the main office base within Derby City.
- e) However, due to increased cases of Covid, in March 2020 it became necessary for this to be suspended and Change Grow Live had to swiftly adapt their processes; initial interviews were carried out over the telephone; Trainers adapted their paper based training to provide online training, and after the implementation of Microsoft Teams capabilities the Independent Visitor volunteer training restarted in June 2020.

The Chair congratulated CGL on their continued work during the pandemic and in response to questions, it was explained that male volunteers were underrepresented but a concerted effort was being made to address the balance. The Board were also informed that there was a 50/50 split in the number of volunteers supporting foster children and those in residential care.

34 Advocacy Service Report

Due to extenuating circumstances, this item was deferred. The Board agreed that it be considered at the next meeting of the Corporate Parenting Board on the 17 January 2022.

35 Complaints Service Report

Patrick Skeete, Social Care Complaints Manager, presented a report and gave a summary of the statutory Social Care Complaints procedure. It was noted that Nottingham City has a legislative duty to ensure all young people have a robust complaints process to address any concerns that that they are responsible for. The following points were highlighted:

- a) The aim of the Social Care Complaints Team is to resolve service user dissatisfaction and learn from complaints, allowing officers to improve service delivery. The complaints service operates a statutory complaints procedure, which includes the production of an annual report on the operation of the complaints procedure.
- b) Complaints were dealt with expediently and there was a strong relationship between the department and children. The process for dealing with non-statutory complaints worked extremely well; access to the complaints team was very good and could be done through various channels.

- c) There are 3 stages to the Children's Statutory Social Care Complaints Procedure and they are as follows:
- i) Stage 1 – the department is asked to provide a written response within 10 working days, this may be extended to 20 working days.
 - ii) Stage 2 – where an individual remains dissatisfied following a response at stage 1 the complainant may request an investigation of their complaint. This is ordinarily undertaken by an Independent Investigator, overseen by an Independent Person, both commissioned by the Complaints Team. A detailed investigation report is then compiled which should be available within 25 working days. However, this may be extended to 65 working days.
 - iii) Stage 3 – if the complainant remains dissatisfied after receiving the investigator's findings and any recommendations, they may request that an independent panel (comprised of 3 independent people) review the complaint and investigation. The complainant and any representative, and a representative from the department, along with the investigator and independent person are invited to the panel too.
- d) The Council have a duty to inform people how to complain and how to access advocates. Should individuals want to go through the statutory complaint process, the Complaints Team will offer them help throughout the process. Due to the lengthy process involved in making a complaint, individuals are made aware of alternative resolutions; options are considered to avoid the process allowing the individual to have control over the process and to what happens.

Responding to questions asked by the Committee, the following points were highlighted:

- e) With each complaint made, an advocate was offered regardless of whether the complaint was raised through their social worker or directly to the service. They are also formally written to, the details of which included the advocacy service.
- f) The vast majority of complaints which are made and resolved within 24 hours and are not logged as complaints which is in line with national guidance. Signposting to other services or routes also provide alternative options for complainants when the initial complaint they make does not fall under Social Care complaints.
- g) Members voiced some concerns about the majority of complaints not being upheld and questioned whether there was a theme to the complaints submitted. It was explained that previous Service reports had included higher numbers of complaints having been upheld, but that for the period covered in the report, there had been fewer.

- h) Members requested that more information and context be provided in future reports; the opinion and feedback of children in care who have raised complaints should be considered to ensure that the report is an accurate account and to gather a full understanding of the children's experiences of the service.
- i) Children and young people who had submitted a complaint were given the opportunity to feedback about the process and how they felt with regards to the outcome of their complaint. Any feedback received through the complaints process was reported back to the team in order to provide training opportunities for staff.

Resolved:

- i) that the contents of the report be noted;**
- ii) that a more detailed information about complaints be provided in the next Complaints Service Report;**
- iii) that Children in Care who have experienced the complaints service be invited to feedback at a future Board meeting.**

36 Independent Reviewing Officer Service Annual Report

John Matravers, Strategic Lead for Safeguarding Partnerships updated the Board on the Annual report and the following points were highlighted;

- a) Independent Reviewing Officers continue to make a conscious effort to further increase the participation of children by undertaking child friendly reviews which are individualised to each child's needs and abilities.
- b) Additional emphasis needs to be placed on the language that is used when engaging with children and young people. Often the language that it used is not age appropriate or easily understandable to a child and this is an area that needs to be challenged.
- c) Many of the processes have been delivered from a Government-lead perspective and as such it was necessary for people to be mindful of the way that the information is discussed and delivered. It was considered essential that Independent Reviewing Officers are raising the correct questions and that they were framed in an appropriate manner, to ensure a more child-centric and less process driven dialogue.
- d) Children are reassured in between reviews or before the review starts, which would facilitate them feeling more confident and equipped to participate fully in their own review.
- e) During the reporting period between 2020-2021, 64% of Young People/Children had remained in the same placement for at least 2 years or more. This provided stability for children and young people in both care and education.

37 Children in Care and Care Leaver Strategy

Treza Mann, Interim Service Manager for CIC and LCS elaborated on the Children in Care and Care Leaver Strategy, and outlined how the Council would work together to deliver good support and services for this cohort of vulnerable children and young people. The following points were highlighted:

- a) During the Covid19 Pandemic and resulting lockdowns Nottingham City Council has followed Government guidance to ensure the safety of our children and young people. Since the easing of restrictions the workforce is now continuing a hybrid model of working which means colleagues are coming into the office once or twice a week.
- b) Statutory visits by social workers have continued face to face, however during the restricted measures of lockdown, some young people expressed preference to continue with virtual means, where the engagement has improved. However, social workers have expressed the importance of seeing their young people, completing direct work with them when undertaking visits as a way of capturing 'the voice of the child'.
- c) The Have Your Say survey previously identified three specific areas for further focus through Children in Care Council meetings which was used in shaping the strategy:
 - i) changing the culture of care;
 - ii) improving opportunities for children in care and care leavers to prepare for independent living and successful adulthood; and
 - iii) supporting the Have Your Say survey.
- d) Nottingham City is currently also using the 'Mind of My Own' app which was designed to help further capture children and young people's voice in a digital forum. However, there has been a low uptake of the app and further work is being undertaken to examine if there are any barriers preventing people from using the app.
- e) There was continued partnership-working with CAMHS with the CAMHS Children in Care team providing a specialist service and training to support and maintain the emotional and mental health needs of young people.
- f) A number of care leavers had, with support from the Leaving Care Service, enrolled and started University. Nottinghamshire Police and Nottingham City Council continue to jointly fund two Children in Care Police Officers (CICPO) posts which were created to reduce the criminalisation of children in care and care leavers.

In response to questions raised, the following information was noted:

- g) The draft strategy would be submitted and discussed at a future Children and Youth Council and any comments made will be incorporated into the strategy.
- h) The importance of ascertaining the views and thoughts of all looked after children was paramount in order to truly engage and shape future services.

There was a need for children and young people to feed into issues affecting their futures.

Resolved to note the outline of the Children in Care and Care Leaver Strategy.

38 2021/22 - Q2 Performance Report

Tajinder Madahar, Head of Service Children's Duty, Children in Care, Leaving Care and Housing Aid, update the Board and gave information about the 2021/2022 Quarter 2 Performance Report Children in Care and Leaving Care Period covered from the 1 July 2021 to the 30 September 2021. The following points were highlighted:

- a) Since the previous quarter, the number of statutory visits had increased from 80 to 83%, with a target of 95%. Despite the improvement there was a need to continue to improve on this, although there had been a number of issues with visits not being able to take place in the necessary timescales due to Covid and the requirement to self-isolate.
- b) A target of 90% was set for Health and Dental performance although for Quarter 2, this had fallen short and was recorded at 83%, requiring further improvements. The Service Manager from the children's duty service is currently working to address the delay in initiation of initial health assessments when children and young people first come into care. There were no delays in young people receiving medical attention when it was required.
- c) With regards to dental checks- the target is set at 90%. However, this had not been met and had fallen as low as 49%. This was in part, due to dentists being shut during the various lockdowns and restrictions that had remained in place. As restrictions have lifted, there has been a marked improvement in the figures and it is expected that the improvement would continue.
- d) The PEP (Personal Education Plans (PEPs)) reporting had continued to show improvement; the latest performance for PEPs in August 2021 was at 88%, this being a marked improvement from the status of compliance in PEPs prior to them being electronic updates. Work with the Virtual Schools would continue to ensure any changes to the PEP for non-statutory school age children would be strengthened in line with the recommendations of the Peer Review.

Resolved:

To Note and challenge the performance data regarding performance relating to the Authority's work with children in care and leaving care.

Social Care would continue to monitor performance regarding dental checks to ensure this improves as Pandemic restrictions reduce, and to address any barriers.

Head of Service to work with the Virtual School to ensure any changes to the PEP for non-statutory school age children are strengthened in line with the Peer Review recommendations – a draft plan having been prepared.

39 Children in Care Update

John Rea, Engagement and Participation Lead Officer, gave a verbal update alongside a number of children in care.

40 Feedback from Themed Discussion with CiC Council – Homes and Housing

John Rea, Engagement and Participation Lead Officer gave a verbal update alongside a number of children in care. Board Members participated in discussion with the children.

41 Work Plan

The Board agreed that the work plan be updated to reflect the inclusion of the Advocacy Service Report to be considered at the next meeting of the Corporate Parenting Board on the 17 January 2022.

42 Date of Next Meeting

The next Board meeting will be held on 17 January 2022.

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Nottingham

City Council

Independent Advocacy

Annual Report: October 2020 to September 2021

Area Manager: Gabriel Hall

Service Manager: Alison Smith

Introduction

The Children's Society is commissioned by Nottingham City Council to deliver an independent and confidential Advocacy Service for all Children in their care. The Advocacy Service promotes children's rights and provides advocacy in line with the Local Authority's statutory duty.

The Children's Society's practice is underpinned by the National Standards for the provision of Children's Advocacy Services (2002).

The service aims to empower children and young people ensuring their rights are respected and that their views and wishes are heard in decision-making processes. The service provides independent;

- Information
- Advice
- Advocacy
- Representation
- Support

The Advocacy process is led by children and young people and advocates follow the core principles below;

- *Advocates work for children and young people and no one else.*
- *Advocates value and respect children and young people and challenge discrimination.*
- *Advocates support children in care to understand what is happening to them and to ensure they have a voice in decisions made about them.*
- *Advocates help children and young people to raise issues and concerns about things they are unhappy with. This includes making informal and formal complaints under section 26 of the Children's Act 1989.*

Advocacy for young people is based on the principle that all young people have a right to be involved in the decisions that affect their lives. The distinctive nature of advocacy is that it is led by the views and wishes of young people and always uses a child-centered approach. Advocates act on the permission and instructions of young people even when these are not the advocate's view of the young person's best interests.

Nottingham City Advocacy Service

Advocacy services are available for children and young people up to the age of 18 years or up to 25 years for those with a disability or in higher education. The Children's Society provides a free and confidential phone messaging service (available 24 hours a day and 7 days a week) for children and young people to make contact with the advocacy service.

Residential Visiting Advocacy

The Children's Society is contracted to provide Residential Visiting Advocacy to all children and young people in residential care, at a minimum of once every twelve weeks. This includes all residential homes that are Local Authority maintained, private and secure accommodation throughout the UK.

Issue Based Advocacy

The Children's Society provide issue based advocacy representing children and young people who have specific concerns that they wish to be supported with. This work has no specific time frames however the advocates aim to resolve issues quickly. Once resolved the work is closed and if young people have subsequent issues these are raised as new pieces of work.

The services aims to achieve:

1. Young people feel that their views, wishes and opinions are listened to
2. Young people feel confident to speak out and self-advocate
3. Young people understand their rights and the decisions made about their lives
4. Young people have improved wellbeing
5. Young people have more control over the decisions made in their lives

Non- Instructed Issue Based Referrals

The advocate's role is to ensure that the young person is at the center of all decisions being made about them. If a young person is unable to communicate their views, then the advocate will make it clear that they do not know what a young person wants, and that they are therefore using a non-instructed approach.

The non-instructed advocacy referral primarily involves observation, questioning, information gathering and being clear on what rights the young person has. In practice non-instructed advocacy usually involves a combination of these techniques to ensure the rights

of the young person are upheld, decisions are made in a child-centered way and, as far as possible, the young person has some input into the decisions affecting their lives. First and foremost it has to be the needs of the young person that dictate the form of advocacy used.

It is important to keep an open mind and consider all forms of communication that a young person may be able to use to instruct, for example symbols/signing & PECS (Picture Exchange Communication System – using cards with pictures to express wishes and feelings). This may involve working with key professionals involved in the young person's life to gain a better understanding about what the young person wants to communicate

Independent Persons

An Independent Person is provided to all eligible children and young people subject to current Secure Accommodation Orders. As an Independent Person, the Advocate is to be an active member of the decision making panel, which decides whether the criteria for keeping a young person in secure accommodation continue to apply, ensuring that children's rights and entitlements are upheld and that decisions are appropriate

Promoting the service & networking

To raise awareness of the Advocacy service The Children's Society has produced promotional flyers which have been distributed across Children in Care services including social work teams, residential units, semi-independent providers, secure accommodation and foster carers networks. To support an understanding of advocacy provision the service manager has attended a range of meetings and networking events including;

- Social Work team meetings
- Foster Carer Support meetings with the National Fostering Agency
- Foster Carer business meetings
- PoWer – Independent Visiting Service
- Young people's Refugee Forum and youth group
- Residential Provider visits

The Children's Society has promoted equal access and inclusion, through providing interpreting services with young people who have English as a second language and through producing material in different languages including Arabic, Pashtu and Farsi.

Performance overview

Chart 1 shows that between October 2020 and the end of September 2021 a total of 641 contacts have been made to the Residential Homes.

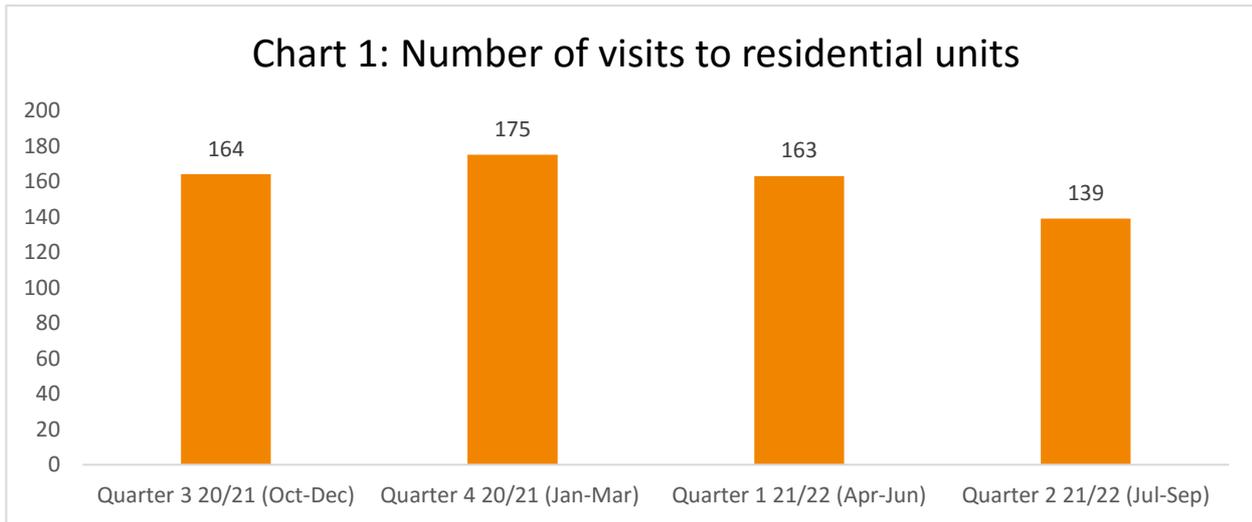
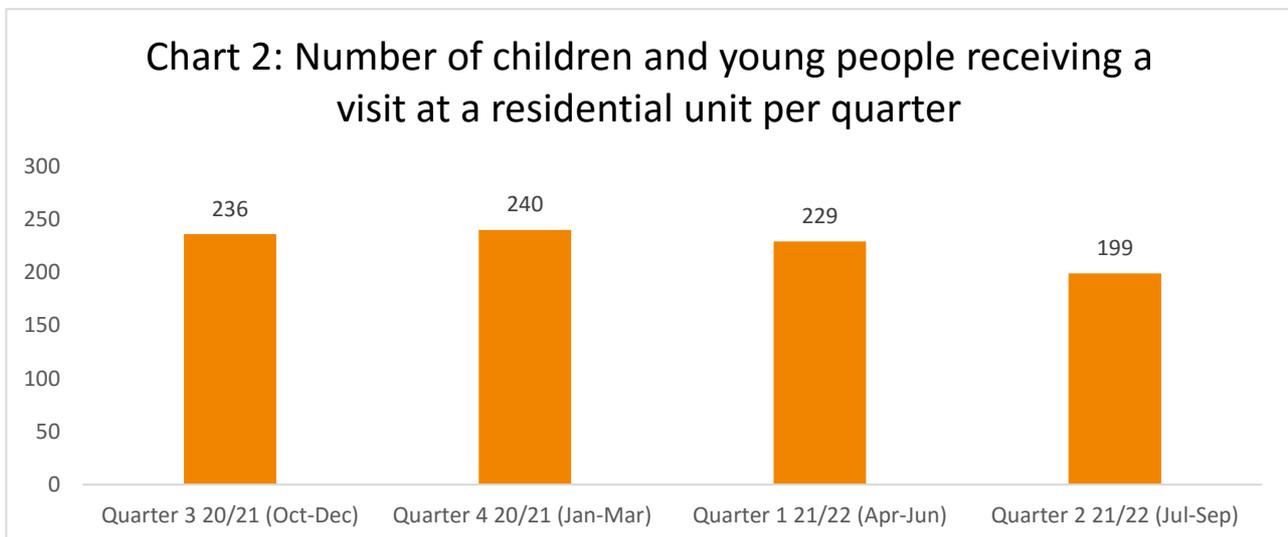


Chart 2 shows the number of young people having contact with their Advocate over each quarter.



During quarter 2 the service has been in transition (moving away from joint commissioning arrangements with the County). Therefore the number of face-to-face visits increased supporting young people to understand the changes that were taking place.

Chart 3 illustrates the percentage of young people receiving a visit every twelve weeks against the benchmark 80%. The table shows that the target was exceeded in each quarter. This reflects the movement toward delivery being primarily provided over phone and digital platforms.

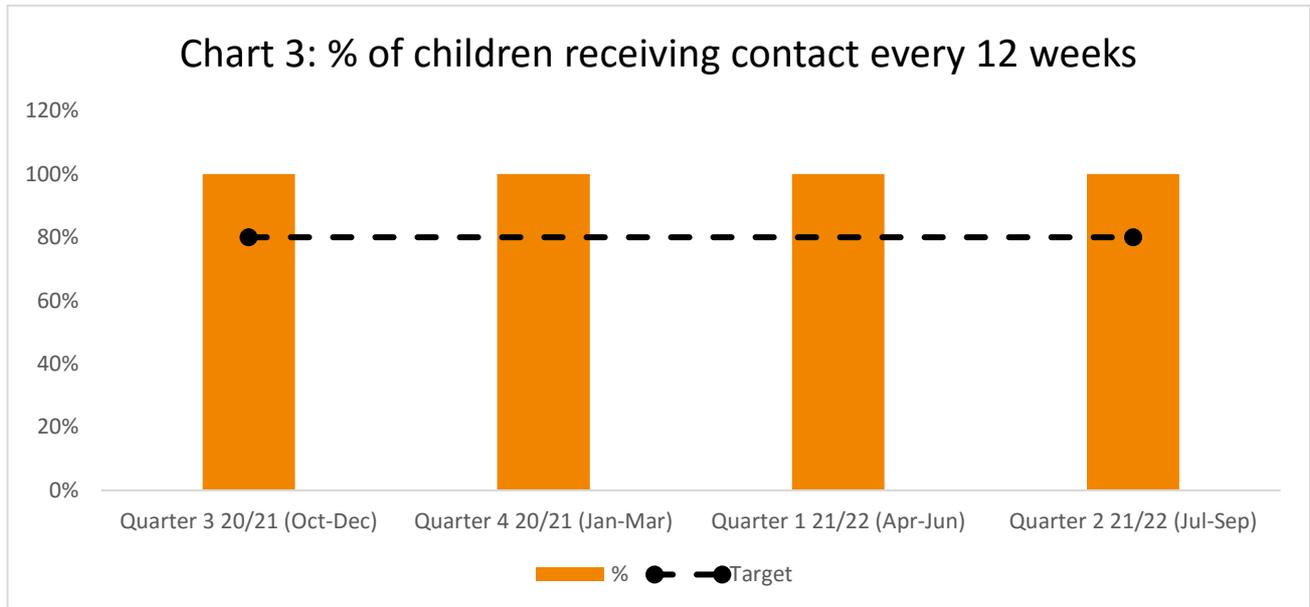
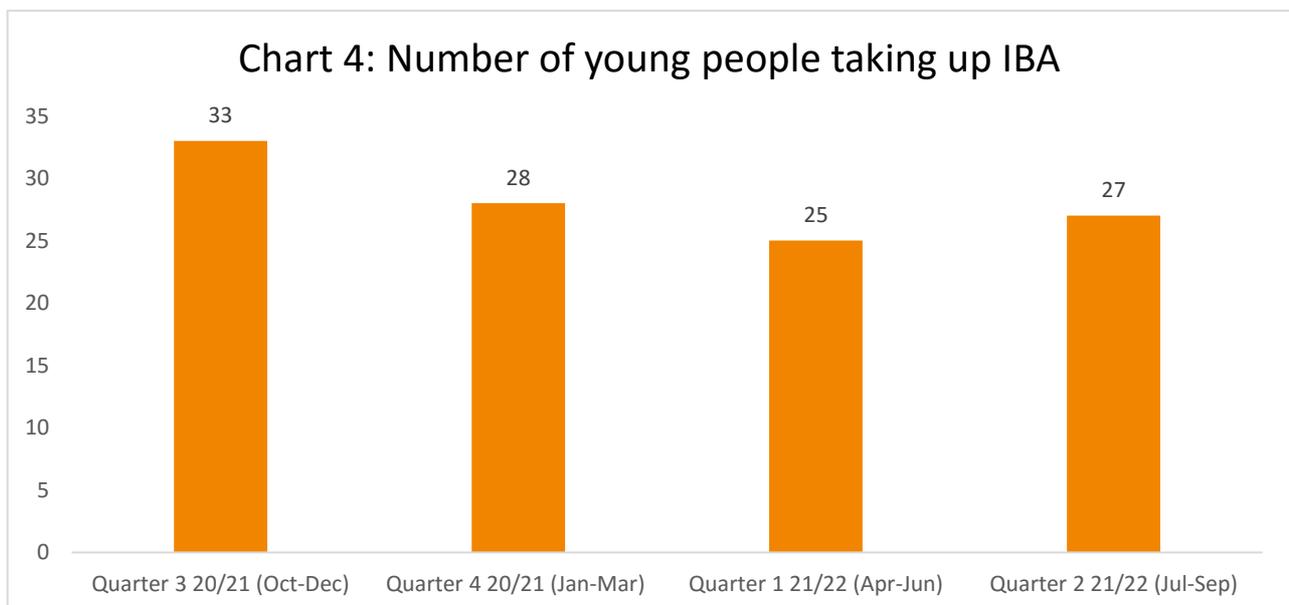
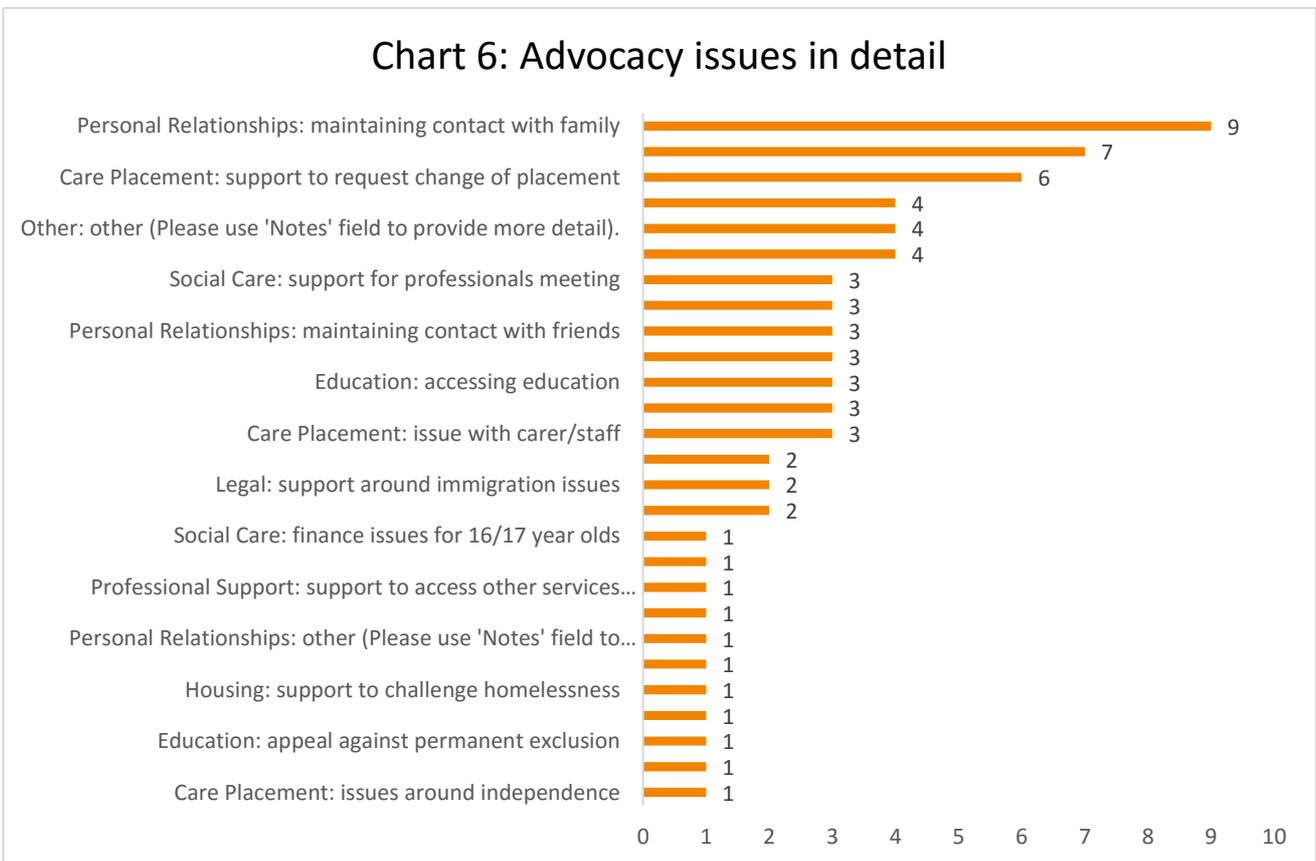
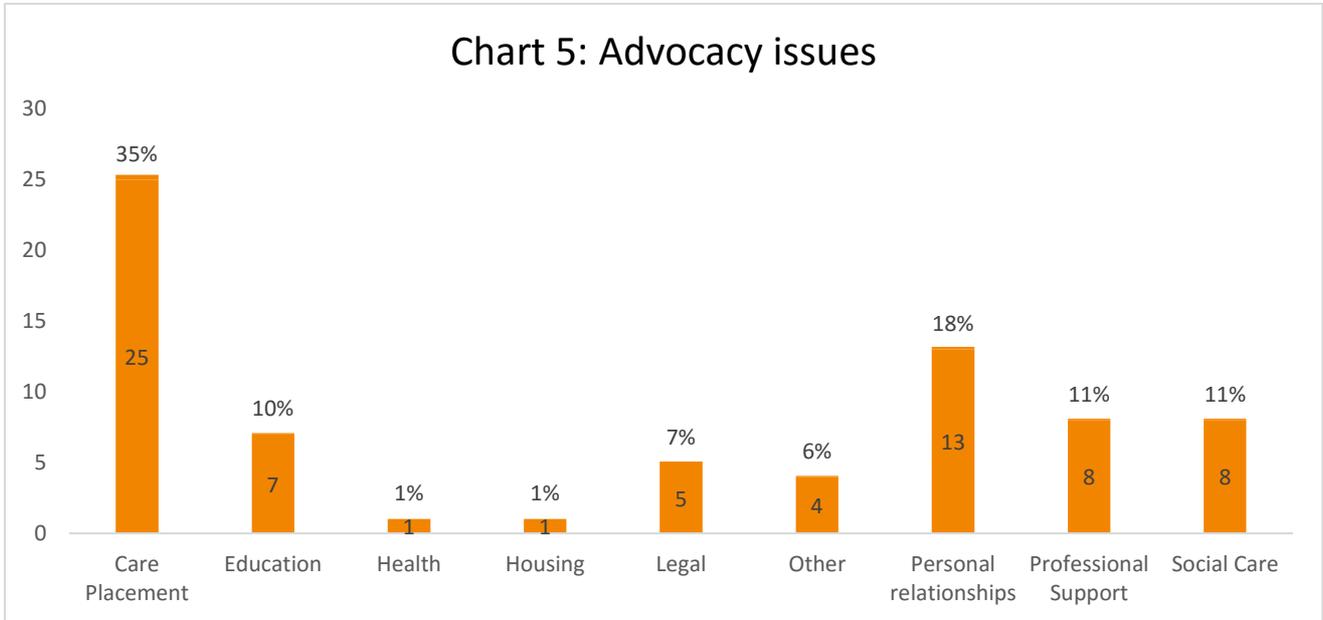


Chart 4 illustrates the number of young people supported with issue-based advocacy. The continuation of COVID measures and restrictions saw an increase in issue based



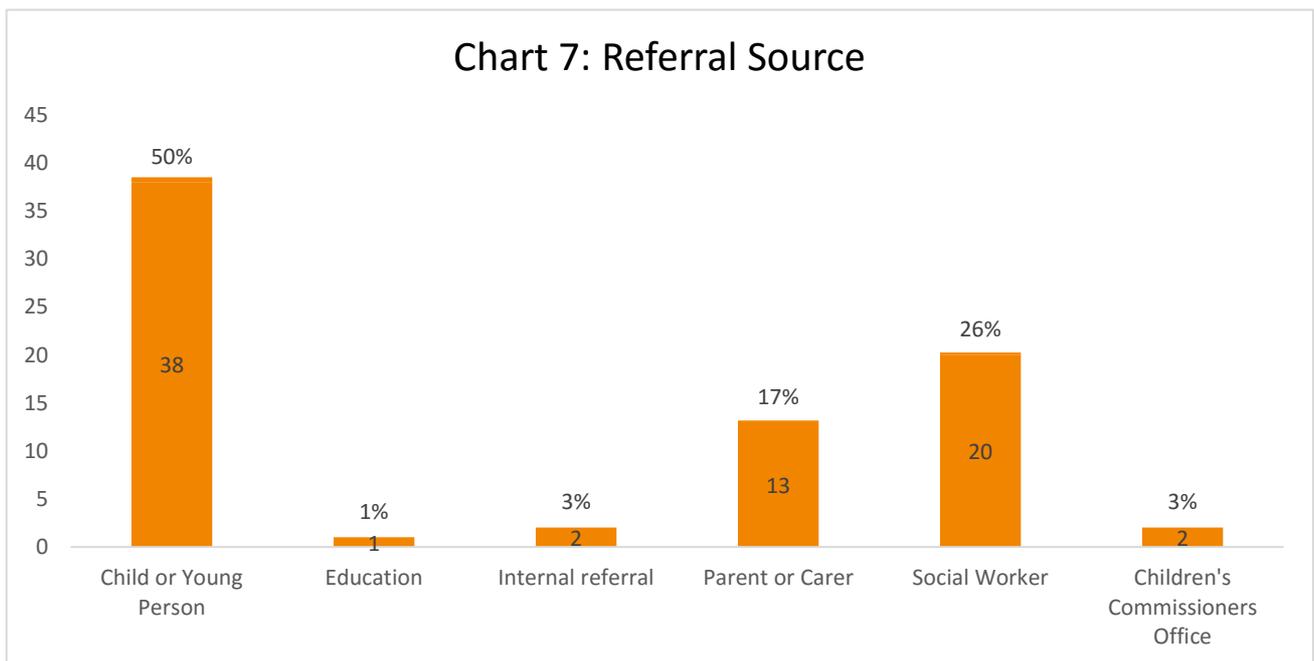
referrals in quarter three – followed by a slight decrease in the subsequent quarters.

Chart 5 shows nine broad areas that young people required advocacy support for, with the majority being in relation to *care placement*, followed by *personal relationships*. A more detailed breakdown of issues can be seen in Chart 6 (p.12) with full descriptions located in the appendix section of this report.



Referrals for Issue Based Advocacy

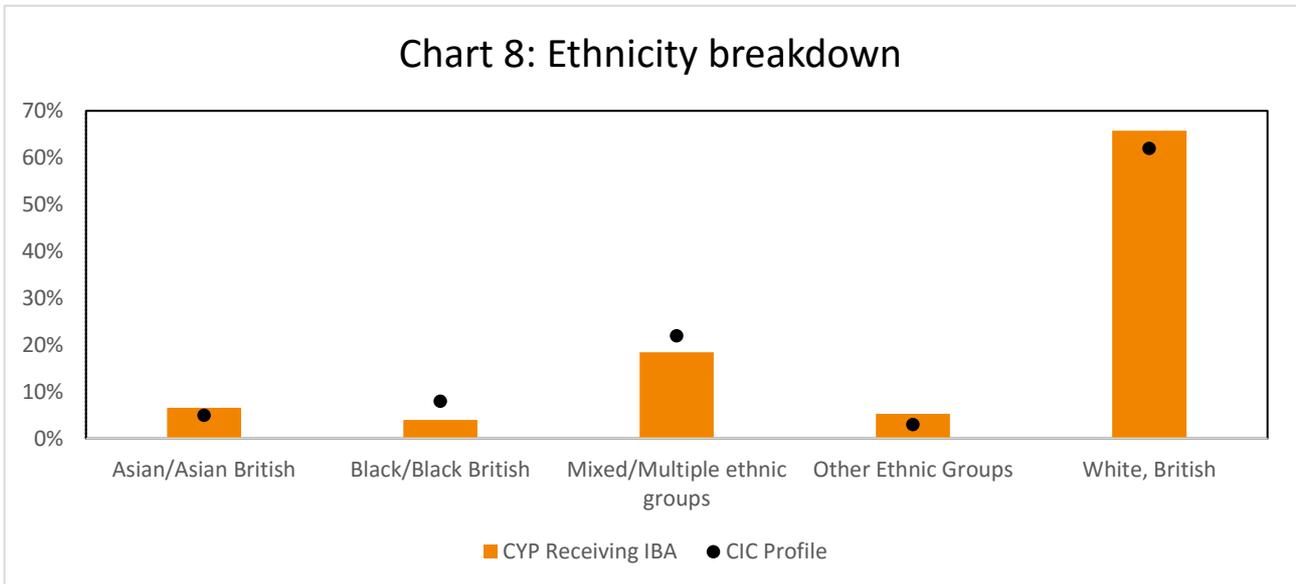
The Advocacy service receives referrals from a range of sources including young people, parents/carers, social workers and other professionals. The largest proportion of referrals at 50% have come directly from young people (last year the figure was 52%), 26% have come via social workers with 17% being made by parents or carers. Referrals from education shows the lowest rate, at 1%.



Demographic data - Ethnicity

Chart 8 shows children and young people accessing Issue Based Advocacy by ethnicity compared to the Children in Care population.

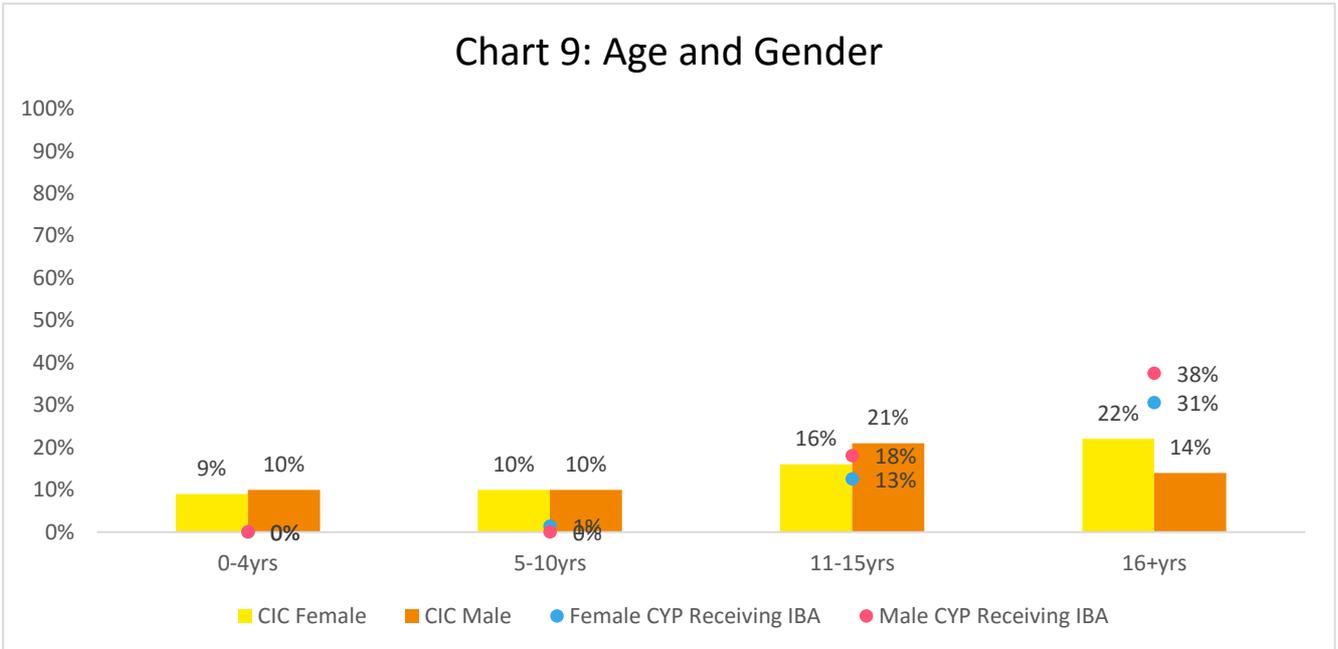
The largest group taking up advocacy at 66% were White British compared to the Children in Care (CiC) population of 62%. Black and Black British young people show 4% accessing provision – against 8% CiC population. While 18% of Mixed and Multiple Ethnic groups received advocacy support compared with a CiC population of 22%.



Demographic data - Gender and Age

When comparing the age and gender of Children in Care with those receiving Issue Based Advocacy, we can see that the 16 + group at 36% (combined females 22% and males 14%) has the highest access rate.

Males aged 11–15 years (18%) and females aged between 11-15 (13%) were the second and third largest groups to access advocacy. Whilst young people aged 5– 0 years make up 20% of the CIC profile with only 1% receiving advocacy support.

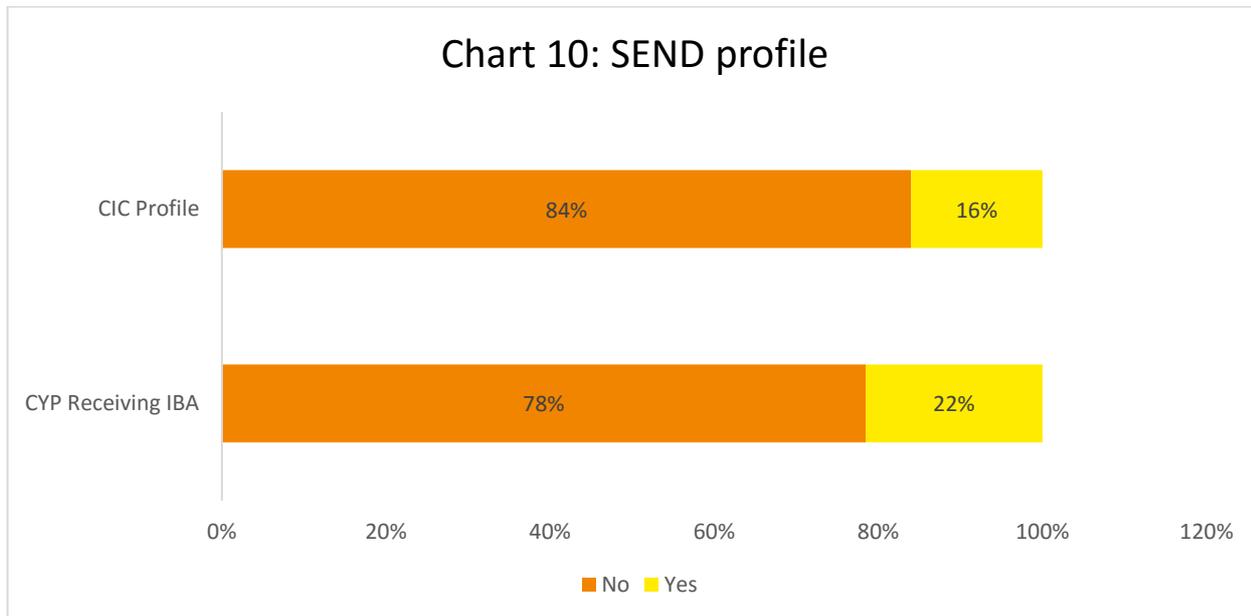


Special Needs and Disability

The Children's Society provide a dedicated advocate whose focus is to work with Children in Care who have special needs and disability. The Advocate outside of COVID restrictions undertakes regular visits to The Big House, Minster View, and Caudwell House plus a number of private residential settings who provide care for children with special needs and disability.

When appropriate the service will provide non-instructed advocacy to support children who lack capacity to make decisions. In these cases the advocate spends time getting to know the child, observing them in their environment in order to develop an understanding of how they communicate. Through this process (and through talking to parents/cares) the advocate builds up a picture of the young person's wishes and feelings.

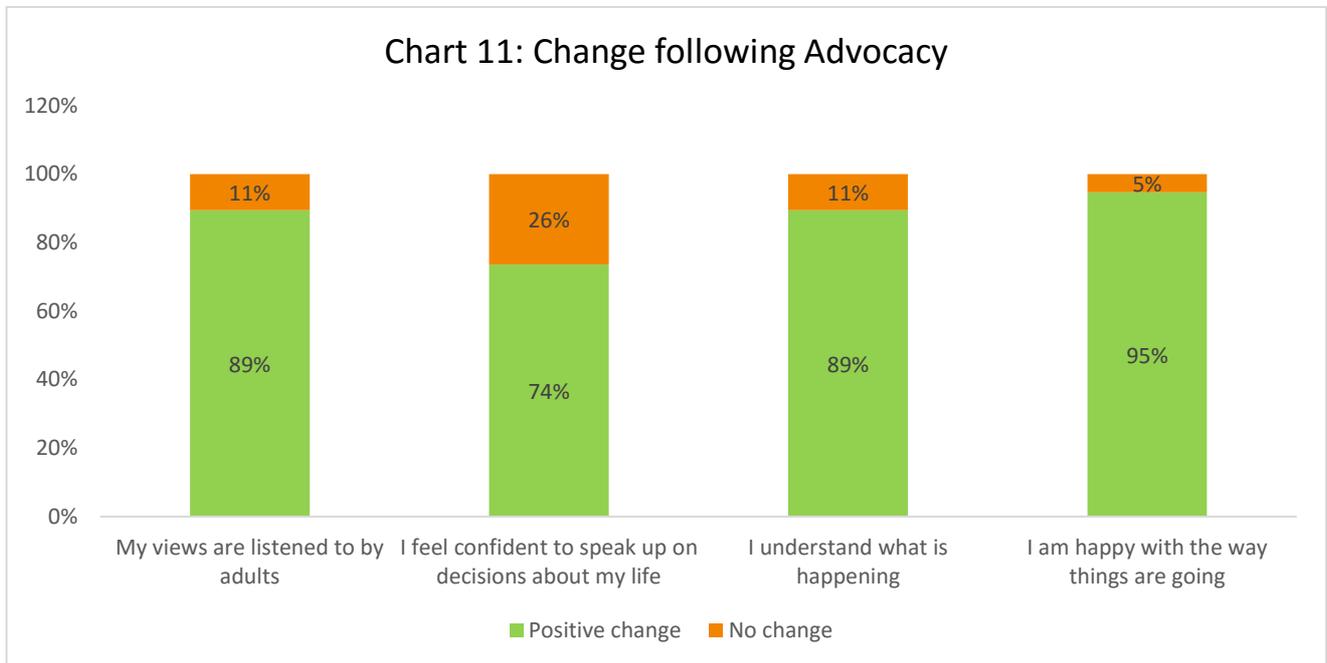
Chart 10 show that 16% of Children in Care have a recognised disability or special need. With the Advocacy service working with 22% of these children. This shows a 4% increase from 2019-20 (18%).



Children and Young People’s Feedback (Issue Based Advocacy)

The service has developed an outcomes tool which is designed to track children and young people’s views in relation to the resolution of issues they have raised. It needs be noted that Advocates have difficulty in obtaining feedback from young people once advocacy work has concluded. Anecdotal feedback (from advocates, professionals and young people) suggests that this is largely because young people consider that the advocacy process has finished, and therefore they feel they do not need to engage further with advocacy staff.

Chart 11 shows that 95% of respondents were happier following advocacy intervention, representing a 9% increase from last year. Additionally, 89% indicated they understood what was happening (with their care) and why. While 74% ‘felt confident to say what they wanted’ and 89% ‘felt listened to by adults making decisions’ which is a 9% increase on last year.



Conclusion

Independent advocacy and support for children and young people has been consistent and regular over the past year despite the Covid restrictions. Advocacy provision has by-and-large been provided through phone and digital platform. With advocates continuing, where required to undertake face-to-face visits when responding to children and young people's needs.

The change in delivery has enabled the service to extend its reach to residential units. And this flexible approach to delivery has been well received by young people. Evidenced through the service user feedback above.

Children and young people continue to raise issues directly (50% all referrals) with advocates, demonstrating the value of ongoing advocacy contact with residential homes. There have been a number of compliments and thanks to the advocacy service made from residential units, praising the standard of advocacy provision and the quality of relationships held with young people.

The service continues to work collaboratively with young people and professionals, ensuring children's rights and entitlements are upheld within decision making processes.

Appendix 1: Detailed breakdown of Advocacy Issues

Advocacy Issue	Count
Care placement - Support young person to express views to social care (whilst living in temporary placement) during move to another placement.	4
Care Placement: issue with carer/staff	3
Care Placement: issues around independence	1
Care Placement: other (Please use 'Notes' field to provide more detail)	3
Care Placement: support to access placement-based activities	1
Care Placement: support to challenge change of placement	7
Care Placement: support to request change of placement	6
Education: accessing education	3
Education: appeal against permanent exclusion	1
Education: other (Please use 'Notes' field to provide more detail)	3
Health: other (Please use 'Notes' field to provide more detail)	1
Housing: support to challenge homelessness	1
Legal other (Please use 'Notes' field to provide more detail)	2
Legal: support around immigration issues	2
Legal: support to challenge care order	1
Other: other (Please use 'Notes' field to provide more detail).	4
Personal Relationships: maintaining contact with family	9
Personal Relationships: maintaining contact with friends	3
Personal Relationships: other (Please use 'Notes' field to provide more detail)	1
Professional Support: issue related to social worker (Please use 'Notes' field to provide more detail)	4
Professional Support: lack of information for CYP	2
Professional Support: other (Please use 'Notes' field to provide more detail)	1
Professional Support: support to access other services (including signposting)	1
Social Care – request clothing allowance to be paid	1
Social Care: finance issues for 16/17 year olds	1
Social Care: support for other, formal meeting	3
Social Care: support for professionals meeting	3
Grand Total	72

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Corporate Parenting Board
Work Plan
2021/22

Report (Corresponding Strategic Priority Statement)	Report Lead	Meeting Date
<ul style="list-style-type: none"> ▪ Health of Children in Care ▪ Feedback from Themed Discussion with the Children in Care Council – Health ▪ 2021/22 – Quarter 3 Performance 	<ul style="list-style-type: none"> ▪ Kathryn Higgins / Katharine Browne ▪ Jon Rea / Lead Board Members ▪ Mary-Anne Cosgrove 	<p>21 March 2022</p>

ATTENTION: IMPORTANT NOTE ON REPORT SUBMISSION

All reports from City Council staff for presentation to the Board **MUST** be produced and submitted through the corporate report management system, at: <http://gossweb.nottinghamcity.gov.uk/nccextranet/index.aspx?articleid=10263>.

When submitting a report for advice, you will be prompted to select reviewers.

You should select the following reviewer:

- Sophie Russell

When submitting a report for departmental sign-off, you should select the following reviewer:

- Helen Watson

Please note that additional reports may be added to the schedule by request of the Chair or other Board Members. Reports may also be subject to schedule changes.

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