

**ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY
COMMITTEES**

2022 - 2023

KEY HIGHLIGHTS

1. CORPORATE SERVICES AND ECONOMIC GROWTH OVERVIEW AND SCRUTINY COMMITTEE



Councillor David Bawn
Chair

1.1 I would like to thank my colleagues on the Committee, particularly my Vice-Chair, Liz Dunn for all her hard work during the last year. I am sure all the Committee would wish to place on record their gratitude to the Scrutiny Co-ordinator, who has facilitated our decision-making process and assisted my role as Chair. The work of the Committee continued to be greatly assisted by the regular attendance of Cabinet members and senior officers, for which I am grateful. In the last year the Committee has met on seven occasions dealing with 24 substantive items of business.

1.2 The Committee members have played a valuable and constructive role in the Council's strategic policy making areas and continue to provide overview of financial and strategic

policy issues.

1.3 The Committee has considered many reports and strategy documents prior to determination by the Cabinet, and in addition to supporting the majority of them, members have put forward comments and suggested amendments, many of which have been accepted and included in the final decision. The following reports have been subject to that process:

- **Trading Companies Financial Performance 2021-22** (four quarterly reports)
- **Advance Northumberland Ltd and its subsidiaries–Request for Reserved Matter Approval**
- **Council Tax Support Scheme 2023/24**
- **Council-owned Company Governance Framework**
- **Strategic Change Business Case**
- **Budget 2023-24 and MTFP 2023-27 for the Housing Revenue Account**
- **Budget Consultation**
- **Budget 2023-24 and MTFP 2023-27**
- **Council Tax Discretionary Discount and Council Tax Hardship Scheme 2023-24**
- **Revenues and Benefits Policy**

1.4. In addition, the Committee has considered a number of overview reports, including:

1.4.1 **Workforce** – in July, the Committee received this annual report which reviewed staffing issues during that last 12 months, including the successful TUPE of 623 NHS staff and the provision for more than 600 apprenticeships across the

Authority. We noted that there were also two graduate programmes, an MBA programme and a new 'Living Leader' programme which had a train the trainer approach available in the Council. Members received details of the new ways of working through Work Smart whereby the general desk ratio for County Hall was 3 desks to 10 staff, noting that managers had responsibility to ensure that this was structured to meet the best needs of the service. The Committee noted that issues around the recruitment and retention of staff could be difficult but accepted that this is a national issue across many sectors. However, members were pleased to see that the staff bank is used in a way that resembled an internal agency, where staff can register and be assigned work on an ad hoc basis. We agreed that it was a good way to cover staff shortages internally at a lower cost than external agencies.

- 1.4.2 **Debt Recovery** - the Committee continued to receive regular reports (in July and December) which provided information relating to the level of outstanding debt owed to the Council. Members are assured that the Council responds to customers proportionally and according to circumstances when recovering debt and that help will be given to residents who need it.
- 1.4.3 **Green Homes Grant** – in July, the Leader of the Council reported to us that the Department of Business, Energy and Industrial Strategy had introduced a series of funding streams to improve energy efficiency of low income and low energy performance homes to help reduce fuel poverty and to aid the delivery towards the UK's commitment to net zero by 2050 – noting the Council's commitment for net zero by 2030. The Committee welcomed the Council's successful bid in drawing £11.8 million across four rounds of funding to support domestic retrofit. The delivery of the scheme will be managed in-house with a collaborative approach between the Climate Change Team and the Housing Team. This approach will enable the Council to work directly with residents and communities to identify the best solutions to support them.
- 1.4.4 **Broadband Connectivity** – in October, the Committee examined a number of projects, national and local which are being undertaken to close the historical gap in broadband connectivity across the county. Members recognised that due to the diverse geography of Northumberland and the rurality of much of the county, delivering good digital connectivity across the whole county has been a constant challenge. The Covid-19 crisis in 2020 and 2021 had further brought the need for good connectivity into even sharper focus with many residents struggling to work from home and children to access online learning. The Committee noted that good progress was being made through various initiatives and agreed that it would continue to monitor their development.
- 1.4.5 **Covid Grants and Financial Assistance to Business** – in October, the Committee reviewed the delivery of the Covid Business Grants and Business relief schemes administered by the Council from May 2020 to support the county's businesses during the Covid-19 Pandemic and associated restrictions. It was acknowledged that there was a high number of microbusinesses in the county which made it a mammoth task to accomplish, with over 39,000

individual payments being made. Members thanked officers for their efficient hard work during the pandemic to ensure swift support was given to those in need, whilst acknowledging the importance of using town and parish councils to relay important communications into the community.

- 1.4.6 **Economic Development** – in December, the Committee agreed to receive the first of what would be regular overview presentations on the Council’s economic development activity in the county. This included areas of investment in town regeneration; community regeneration; cultural investment; rural stewardship and growth; pathways to work; strategic sites, and strategic transport. The Committee will continue to have oversight of the progress of economic development plans and if necessary, examine specific areas more closely as appropriate.
- 1.4.7 **Advance Northumberland** – in March, members received an annual overview of the work being undertaken by Advance Northumberland. The presentation highlighted the progress Advance had made on a number of projects over the last 12 months, including the completion of leisure centres in Berwick upon Tweed, Newbiggin by the Sea and Morpeth. In addition to several other projects, Advance is working closely with the Energising Blyth programme to manage the design process and support stakeholder consultations and business case development. In addition, 117 homes have been built in the last 12 months with 107 of them being affordable homes. It has active developments in Alnwick, Blyth, Choppington, Ellington and Wooler with planned projects in Bellingham, Berwick and Newbiggin-by-the-Sea. The Committee will continue to monitor Advance Northumberland’s operation is 2023/24.

David Bawn
Chair – Corporate Services and Economic Growth OSC

2. COMMUNITIES AND PLACE OVERVIEW AND SCRUTINY COMMITTEE



Councillor Jeff Reid, Chair

2.1 I would like to take this opportunity to thank the members of the Committee for continuing to make the work of the Committee relevant and productive. I would also like to thank Mark Mather, my Vice Chair, for his useful contribution and support during my nine months as Chair. The Committee would not work as well as it does without regular attendance of the relevant Cabinet members who submit themselves to scrutiny and the staff who support them.

2.2 I have continued to prioritise the issues identified by the Committee's members, including such important matters as reviewing the aftermath of Storm Arwen, the Tree and Woodland Strategy, waste management and tourism.

2.3 Although the Committee has moved away from 'pre-scrutiny', preferring to focus on the implementation of Cabinet decisions where appropriate, members did comment and made recommendations on two reports prior to determination by the Cabinet:

- **Endorsement of the Northumberland Destination Management Plan 2022-32**
- **Food and Feed, Safety and Standards Service Plan 2022-23**

2.4 In January 2022, the Committee established the **Storm Arwen Task and Finish Group** to examine the multi-agency response to the severe weather event on 26/27 November 2021, which led to more than one million homes experiencing a loss of power as falling trees brought down power lines, with over 112,000 homes (mostly in Northumberland, County Durham and Tyne and Wear) subsequently experiencing several days without power. The strong winds also brought various reports of structural damage to buildings.

2.5 The Group continued to meet into the early months of the current year. In all, we met on five occasions to consider 87 written submissions from county residents and businesses, Parish and Town Councils and County Councillors, an MP, the military, the voluntary sector and Openreach. Members also received the interim LRF Multi Agency Structured Debrief Report. Those meetings included three evidence gathering sessions at which representatives from the following organisations attended to discuss the very difficult challenges they faced during and in the aftermath of the storm and the measures that they are putting in place in preparedness for future incidents:

Northern Powergrid
Scottish Power Energy Networks
Northumbrian Water
NCC Communications
NCC Adult and Social Care
NCC Communities Together

Northumberland Fire and Rescue

- 2.6 On consideration of all the evidence submitted to the Group, we produced a final report which included 19 recommendations which I presented to Council in July. In doing so, on behalf of the Group, I thanked and acknowledged all those residents and communities in Northumberland who showed tremendous resilience in the face of the challenges and hardships caused by the storm and expressed our gratitude to all the individuals and organisations who responded to the needs of communities and residents, often whilst enduring the most difficult of circumstances, during and in the aftermath of Storm Arwen. Council accepted the Group's recommendations unanimously. The Committee will continue to monitor the implementation of those recommendations.
- 2.7 As stated above, the Committee has set its own priorities and considered several overview reports during the year, including:
- 2.7.1 **Active Northumberland** - in October, we reviewed the performance of Active in year 2021/22 including its successes during that period. We were pleased to see that customer visits have significantly increased post pandemic. There has also been an increase in membership numbers, particularly at centres where there had been recent investment; junior membership is up and so is the number of people taking swimming lessons. The Committee will continue to monitor Active Northumberland's performance.
- 2.7.2 **Tree and Woodland Strategy** – in January, the Committee took the opportunity to discuss issues that should be included in the updated strategy when it is drafted later in the year. Members are concerned at the potential impact of Ash Die-back and other diseases on trees located on the highway network and in public spaces. It is estimated that there are over a million Ash trees in the county and that around 50% of roadside trees are Ash. We also asked that consideration be given to the management of new tree planting, particularly as part of housing developments, so that the right trees are placed in the right areas. The Committee will consider the draft strategy in early summer.
- 2.8 The Committee have also reviewed a number of reports following their determination by Cabinet to provide oversight of the implementation of the proposals including:
- **Development of Potland Burn Biodiversity Net Gain Site**
 - **Electric Vehicle Charging Strategy 2022/25**
 - **Northumberland Waste Management Strategy – Proposed Food Waste Recycling Pilot Schemes**
- 2.9 The Committee have also considered regular updates on the Council's Fleet Replacement Programme and the Corporate Feedback Performance.

Jeff Reid
Chair – Communities and Place OSC



**Councillor Nick Oliver,
Chair**

2.10 I was pleased to Chair the Committee for the final three meetings of the year and would like to take this opportunity to thank the members of the Committee, particularly Mark Mather, the Vice Chairman, for their support in those meetings.

2.11 The Committee received a number of reports on important issues for the county including the challenges faced in recruiting and retaining on-call firefighters, the implications of the new social housing regulations, and rural bus services.

2.12 In March, we considered the **Recruitment and Retention of On-Call Firefighters** looking at a number of key initiatives to encourage more people to join the service, such as the possibility of extending the location between home/work to

the fire station, reducing contract hours and reviewing on-line learning opportunities.

However, we were concerned to learn that firefighters are 7 times more likely to be diagnosed with some cancers due to their working environment. Although the service is looking to increase education, equipment and uniform to enable decontamination of firefighters following major fires etc to reduce the risk, we have asked for a further report on this issue as a matter of urgency.

In April, the Committee has reviewed the **Homelessness and Rough Sleeping Strategy** and although we supported the proposals, we have requested that a further report be presented to us in around six months so that we can monitor progress against the action plan. We have also looked at the **Social Housing Regulations Bill** which will provide a charter for social housing residents, by introducing a number of measures to give tenants greater powers, improve access to swift and fair redress, and enhance the powers of the Regulator of Social Housing. Again, this is an initiative that the Committee supports, and it intends to oversee how it is introduced in Northumberland in the coming year. The Committee has been concerned about how the Council should react to bus services, particularly in rural areas, being cut by commercial operators, so we will examine the proposals contained in the forthcoming **North East Bus Service Improvement Plan** and will monitor how they are implemented in Northumberland and where the funding is allocated.

2.13 The Committee also considered updates on **S106 Infrastructure Funding Statement** which provided a summary of all financial and non-financial developer contributions, within Northumberland, for the financial year 2021/2022 and **Utility Companies on the Highway** which informed us on the Council's implementation of the Northumberland Street Works Permit Scheme.

**Nick Oliver
Chair – Communities and Place OSC**

3. HEALTH AND WELLBEING OVERVIEW AND SCRUTINY COMMITTEE



Councillor Veronica Jones, Chair

- 3.1 It has been another busy year in the health and social care sector, and the Committee have been focused on some of the most complex challenges facing our residents at this time.
- 3.2 On behalf of the Committee I would like to thank the senior officers from Northumberland County Council, our NHS partners and HealthWatch Northumberland for the information they have so thoroughly provided to us. I would also like to thank our Scrutiny Officer and Democratic Services Officer for all their support over the last year.
- 3.3 Personally, I would like to thank my vice chair, Councillor Kath Nisbet, and the wider Committee for their work over the last 12 months. The Committee have been robust in their roles and have identified many areas for the work programme.
- 3.3 The Committee has spent much of its time looking at two key areas of importance: Adult social care and access to NHS services in Northumberland. The Committee received seven reports on adult social care and nine reports from NHS partners.
- 3.4 In May 2022, the Committee examined how the changes in provider for 0-19 services and adult social care in 2021 were being managed. Harrogate and District NHS Foundation Trust answered questions on the service since signing a new S75 agreement. This overview was further supported with a report on the financial implications of the dissolution of the partnership agreement with Northumbria Healthcare.
- 3.5 The Committee will continue review these arrangements in 23/24 and seek assurances that services are being maintained at the best possible level for the residents of Northumberland.
- 3.6 We also requested an update on the changes being made to frontline adult social care services to integrate them more closely with key community-based NHS services. The report addressed concerns that adult social care services had become too fragmented, and less closely integrated with NHS community services. The Committee were pleased to hear of the creation of specialist teams, closely aligned with the specialist services in the community operated by CNTW. These included community mental health services, specialist learning disability services, and a number of other specialist services linked to specific kinds of need, such as traumatic head injury or dependence on alcohol or drugs.
- 3.7 In July 2022, we continued our work from 2021/22 by inviting the CCG (now ICB) to discuss access to GP services in Northumberland. The CCG established a GP access

working group and the Committee agreed to appoint, Councillor Kath Nesbit, as its representative on this group.

- 3.8 September 2022, saw us further our work from 2021/22 as we examined the challenges residents face with accessing dental services, particularly, in the north of the County. NHS England have kept the committee updated both formally and informally throughout the year, returning to committee again in March 2023. The challenges in dentistry provision are vast and access remains a significant concern for the Committee. We will continue to hear from the NHS on their plans for the delivery of dentistry services and GP services.
- 3.9 The Committee offered their views on 13 project proposals from the Public Health ring fenced grant for additional investment in public health interventions and reducing health inequalities. The comments of the Health and Wellbeing Scrutiny Committee were then shared with Cabinet, prior to their decision to approve the proposals. Members examined each of the projects and their business cases welcoming them all, especially, the contribution of £1 million to support the implementation of the NCC Poverty Action Plan (part of the system-wide Inequalities Plan) over the next 18 months.
- 3.10 Northumbria Healthcare NHS Foundation Trust is the core provider of secondary care in Northumberland, and in October 2022, they attended the Committee to set out their ambitious plans for delivering domiciliary care in Northumberland. Members welcomed the innovative thinking and asked many questions to alleviate their concerns about the volatility of the domiciliary care market.
- 3.11 In November 2022, the Committee gave consideration to a report prior to a decision by Cabinet. The Adult Social Care Market Position Statement contained information on current demand and supply, the key issues in the market and what business opportunities may be available. An updated version of this report returned to Committee in March 2023, following which members requested a further report into potential market volatility be brought to the Committee in 2023/24.
- 3.12 As we approached the end of the municipal year, the Committee turned their focus to the annual NHS quality accounts for the four local trusts. These accounts provide the Committee with oversight of the Trusts' priorities for coming year and their performance against previous years priorities.
- 3.13 This year, the Committee worked with the Health and Wellbeing Board to examine Northumberland's Inequalities Plan. The Committee welcomed the new system wide approach to tackling inequalities and its incorporation in the Council Corporate Plan. As we move into the 2023/24 municipal year, the Committee will examine all its reports with the inequalities plan at the forefront of our minds.
- 3.14 The work programme was very much the Committee's own again this year, with only two reports being dealt with prior to their determination by Cabinet: Adult Market Position Statement and Recommissioning of Integrated Drug and Alcohol Service.

3.15 During my time as Chair, the Committee also received the following overview reports:

- Post Covid Pathways and Activities in Primary and Secondary Care.
- Complaints Annual Report 2021/2022: Adult Social Care and Continuing Health Care Services
- Director of Public Health Annual Report: Healthy Weight for Children
- HealthWatch Northumberland Annual Report

3.16 Reducing health inequalities and the wider health and wellbeing of the residents in Northumberland are of paramount importance to the Committee and will feature prominently on the work programme going forwards.

Councillor Veronica Jones

Chair - Health and Wellbeing Overview and Scrutiny Committee

4. FAMILY AND CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



**Councillor Wayne Daley,
Chair**

4.1 I would like to begin this report by thanking those involved with ensuring FACS is able to carry out its duties: the vice-chair, Councillor Richard Dodd, the members of the committee, the cabinet member, the senior officers, the scrutiny officer, and the democratic services officer. Without them the Committee would be unable to conduct its extensive work programme.

4.2 The Committee has worked hard this year, discussing 26 overview and scrutiny reports and making comment on 11 reports and strategy documents prior to determination by the Cabinet.

4.3 The following reports were approved by Cabinet after that process:

- Informal Consultation on School Organisation for the Coquet Partnership
- Outcomes of the Informal Consultation on School Organisation for the Coquet Partnership
- Outcomes of Consultation on Berwick Consultation
- Supported Accommodation Tender
- Proposals for Coquet Partnership: Outcomes of statutory consultation and final decision
- SEND Place Planning and Capacity Strategy
- National Funding Formula and School Funding 2023/24
- Update of School Organisation Plan 2021-24
- Alternative Provision to Support Children Permanently Excluded from School
- School Admission Arrangements for Community and Voluntary Controlled Schools for 2024/25 Academic year
- Director of Education Annual Report: Key Educational Outcomes (2021-2022 Academic Year)

4.4 The Committee have looked at a wide range of reports this year within the terms of references including:

4.4.1 Family Hub Development – In September 2022, the Committee received a report in relation to DfE funding for Family Hub developments within Northumberland. Northumberland had been selected as one of the 75 local authorities who could receive additional funding to develop the offer and the report outlined the plans to build on the only ready established Early Help Locality Model to create 15 new Children’s Centres within the County. Members welcomed the development of Family Hubs despite some reservations about the spaces becoming too formal.

4.4.2 Regional Schools Commissioner’s Overview – In October 2022, we invited the Regional Schools Commissioner, Katherine Cowell, to inform the committee of the purpose and responsibilities of the Regional Commissioner and Regions

Group which now brought together improvement and intervention work in Children's Social Care, SEND and schools. Members of FACS sought assurance on a range of topics such as actions and interventions which could be taken in the case of inadequate schools or Academy Trusts, Education Investment Areas, and plans for working with the region's local authorities and schools.

4.4.3 Social Worker Recruitment and Retention – Social worker recruitment and retention has been a perennial challenge both nationally and regionally. FACS has had regular updates on the challenges faced by Children's services and the good work of the Council's AYSE academy. The Committee explored with officers the feasibility of creating an in-house or North East Agency of social workers who could work across the County, or region, to provide resource flexibility. Members discussed the work being done with the Council's Learning and Development Team to develop apprenticeships which would allow staff from alternative roles to be supported through degrees and advised more discussions were required on how to grow our own model and get people to commit to Northumberland. Recruitment and Retention will remain on our work programme for the coming year.

4.5 Monitoring Reports - in addition to the reports highlighted above, the Committee received the following overview reports:

- Update on Future Arrangements for The Delivery of Early Help Locality Services in Northumberland
- The Impact of the School Improvement Team
- Send Strategy Progress Report
- Potential multi-Academy Trust Opportunity
- OFSTED Focused Visit
- Proposals In Relation to Future Arrangements for the Youth Service
- Family Hub Development
- Support for Children and Young people with mental health needs in Northumberland
- The Northumberland Inclusion Strategy
- Pegasus Centre Update
- Social Work Workforce and Recruitment and Retention

4.6 Each year, the FACS receives oversight and updates via a range of published annual reports. This year, FACS considered the following annual reports:

- Northumberland Strategic Safeguarding Partnership (NSSP) Annual Report
- Annual Report of Principle Social Worker
- Care proceedings and public law outline: Annual Report on progress
- Virtual School Headteacher Annual Report 2021 -2022
- Children's Services Annual Representation 2021-2022
- Children's Social Care – Annual Self-Assessment
- The Annual Report of Northumberland County Council Fostering Service 2021/22
- Education Strategy Board Annual Update

- Safeguarding Activity Trends
- Performance and Finance Report (Children's Services)

4.7 As I said last year, this coming year looks to be another busy year for FACS with the Committee already having a substantial work programme planned. The Committee is keen to examine the topics close to the hearts of children, young people, and families in Northumberland in much greater detail over the next 12 months through a series of task and finish groups which will report back to the Committee and through this annual report next year.

Councillor Wayne Daley
Chair – Family and Children's Overview and Scrutiny Committee

5. POLICY DEVELOPMENTS - IMPACT ON SCRUTINY

- 5.1 The Overview and Scrutiny function will play an important role in subjecting policy proposals to independent analysis and help the Cabinet and its Partners consider the long-term implications of the decisions being taken. Scrutiny can also provide valuable assurance to the public and stakeholders that their views and concerns will be taken into account in the way the new measures are shaped and implemented.
- 5.2 To retain public confidence, it is important that all existing and new forms of service delivery are subject to robust and public accountability. Scrutiny can harness the challenging and investigative aspects of its work together with its positive role in contributing to policy development and the restructuring of local services.

6. WORK PROGRAMMES

- 6.1 Although the Scrutiny Function is currently undergoing a review led by the Centre for Governance and Scrutiny, the work programmes will continue to be delivered through a number of mechanisms, for example:
- (a) revisiting previous reviews and issues considered, focusing on progress made with recommendations contained in the reports;
 - (b) light touch reviews on particular issues;
 - (c) Task and Finish Working Groups to look at in depth investigations;
 - (d) receiving information on policy/strategy areas as part of their overview function;
 - (e) cross cutting issues will be considered by joint meetings, and
 - (f) referrals from the Cabinet or Full Council.
- 6.2 The Overview and Scrutiny Committee Chairs and Vice-Chairs have regular briefings from Executive Directors, Directors and Service Heads on current and potential issues which may impact on the respective committee's future workload. These meetings are crucial in managing the work programmes, to ensure that particularly significant issues are given priority.
- 6.3 In addition, the Council's Business Chair has confirmed the following methods by which members can influence the scrutiny work programme:

6.3.1 Scrutiny

- (a) Any scrutiny member can ask for an issue relevant to their remit to be scrutinised by giving notice to the scrutiny officer and notifying the Chair.
- (b) Any five non-scrutiny members can also request an issue is scrutinised by informing the scrutiny officer and the relevant Chair.
- (c) These requests then go to the Chairs' Group for consideration and referral. It might not always be the case that the item requested by a committee member is

best suited to that committee, or workloads or overlap may see it given to another committee to consider.

- (d) Occasionally, items are raised that need an in depth study or examination and may be sent to task and finish groups, which, following a review process, may then make recommendations or present their findings to the relevant Overview and Scrutiny Committee to determine how the matter should be further progressed.
- (e) Scrutiny should also respond to any requests from Council or Cabinet to review particular areas of Council activity.

6.4 It is envisaged that the scrutiny function will continue to contribute positively to policy development, community engagement and participation, performance monitoring and scrutiny of partners and improvements in the services provided.

7. THEMED SCRUTINY

There has been one Task and Finish Group during 2022/2023:

Storm Arwen – Communities and Place – as detailed above, the findings contained in the report of the Task and Finish Group, including 19 recommendations, were accepted unanimously by Council in July 2022.

8. CALL-IN

Overview and Scrutiny Committees can exercise their right to call-in, for reconsideration of decisions made, but not yet implemented by the Cabinet. There were no call-ins in 2022/2023.

9. VISITS

There were no Committee visits during this period.

10. CHALLENGES/AREAS FOR DEVELOPMENT

- 10.1 The key challenge for both members and officers this year is to continue to make scrutiny more effective and outcome focused.
- 10.2 To maintain and build on the current levels of member engagement and attendance by focusing on priority issues of concern to members and the County's residents, providing concise information in appropriate formats and offering a range of training and development opportunities which meet member requirements.

- 10.3 To take on board the increased powers and responsibilities of the relevant legislation.
- 10.4 The Overview and Scrutiny Committees will continue to monitor the status of their recommendations to Cabinet. The aim, as always, will be to achieve best practice standards and to make a positive contribution to partnership working and service improvement.

11. FURTHER INFORMATION

If members would like to receive a copy of any of the reports referred to above, please contact the Scrutiny Co-ordinator or, for matters relating to the Family and Children's Services and the Health and Wellbeing OSCs, Chris Angus, Scrutiny Officer. Feedback on scrutiny work or suggestions for possible issues to be included in the work programmes are always welcome. Members are invited to contact the respective Chairs, Vice-Chairs or the Scrutiny Officers.

12. AUTHOR AND CONTACT DETAILS

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