

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Children and Families Committee**
held on Monday, 10th November, 2025 in the Committee Suite 1, 2 and 3,
Delamere House, Delamere Street, Crewe, CW1 2JZ

PRESENT

Councillor L Crane (Chair)
Councillor E Gilman (Vice-Chair)

Councillors R Bailey, M Beanland, S Bennett-Wake, D Clark, S Gardiner,
M Goldsmith, R Moreton, B Puddicombe, J Saunders, L Wardlaw and B Wye

OFFICERS IN ATTENDANCE

Gill Betton, Head of Service, Children's Development and Partnerships
Annie Britton, Lead Participation Worker
Tom Dooks, Senior Manager, Youth Justice Services
Dawn Godfrey, Executive Director, Children's Services
Vonni Gordon, Director of Commissioning, Quality Assurance and
Partnerships
Diane Green, Finance Manager (Children's Services)
Richard Hibbert, Head of Strategic Transport and Parking (Virtual)
Isabel Hodgkinson, Communications Business Partner
Douglas Hubbert, Business Development Manager
Chris Lunn, Democratic Services Officer
Angela Murney, Participation Worker
Katherine Oldacre, Head of Safeguarding and Quality
Iain Peel, Director for Education, Strong Start and Integration
Karen Shuker, Democratic Services Officer
Tracy Stephen, Director of Family Help and Children's Social Care
Jennie Summers, Acting Head of Legal Services
Nicola Wood-Hill, Finance Manager, Adults and Children's Services

34 APOLOGIES FOR ABSENCE

Apologies were received from Councillors G Hayes and G Smith. Councillors D Clark and S Gardiner were present as substitutes.

The Chair welcomed Councillor Wardlaw, who had recently replaced Councillor Posnett on the committee, and C Lunn, Democratic Services Officer, to their first meeting.

35 DECLARATIONS OF INTEREST

There were no declarations of interest.

36 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 15 September 2025 be agreed as a correct record and signed by the Chair.

37 PUBLIC SPEAKING/OPEN SESSION

There were no registered speakers.

38 CHESHIRE EAST YOUTH COUNCIL PRESENTATION

Prior to commencement of the Cheshire East Youth Council presentation, the Chair highlighted the following calendar events taking place during November 2025:

- Children's Rights Month
- World Children's Day on 20 November 2025
- Care Leavers' Month.

The committee received a presentation from the Cheshire East Youth Council, which focused on the following topics:

- An introduction to Cheshire East Youth Council
- Priority issues for the Youth Council
- Highlights from the last 12 months
- Aims of the 'Hate Stops Here' campaign
- Conclusions and recommendations
- Questions and how the committee could offer support.

The Youth Council put forward several recommendations for the committee's consideration: to provide continued opportunities for young people to contribute to service development; to maintain ongoing dialogue with the Youth Council on key issues; and to support the implementation of 'Safe Space Reminders' across relevant settings.

The committee asked questions and made comments in respect of:

- Councillor Gardiner requested that he be invited to discuss his role as Opposition Leader with the Youth Council.
- The committee commended the work of the Youth Council and their input, feedback and overall involvement in the various projects and activities.
- As Mental Health Champion, Councillor Clark requested that she be invited to discuss access to services with the Youth Council.
- Safe spaces and support provided both in-person and online.
- A White Ribbon Day walk would be taking place on 25 November 2025. White Ribbon Day was about taking positive action to end violence against women and girls. The purpose was for young people to highlight locations on the route that they felt needed to be made safe. The Youth Council were invited to participate.
- The Youth Council Members' personal highlights from the previous 12 months. which included an opportunity to apply to become a Member of Youth Parliament (MYP) and attendance at the Children's Trust Board.

RESOLVED:

That the Cheshire East Youth Council Presentation update be received and noted.

39 YOUTH JUSTICE PLAN (2025-26 UPDATE)

The committee received a report which provided an update of the Youth Justice Plan 2025-26.

Officers explained that Local authorities had a statutory duty to submit an annual youth justice plan relating to their provision of Youth Justice Services (YJS). Section 40 of the Crime and Disorder Act 1998 set out the youth justice partnership's responsibilities in producing a plan.

Officers highlighted key performance and statistical data, including offending and reoffending rates; the potential causes and motivation behind violent and criminal behaviour, including childhood adversity and trauma; progress on priorities; preventative work taking place with children and young people to develop pro-social behaviours; and the victims of crime.

Members asked questions and provided comments in respect of the following:

- Online-related harms and the impact on physical behaviour.
- Low offending but high reoffending rates among young people.
- The multi-agency approach and effective communication.
- Progress in tackling child exploitation and the apparent lack of a prevention-first approach.
- Hate crime among young people and related statistics.
- The number of young people in the system at any one time.
- Whether those young people receiving custodial sentences were previously known to services.
- How the needs of those entering the system were addressed.
- Wider factors, such as drug use and self-harm, and links to violent and criminal behaviour.
- Any child or young person that appeared to present a need for social care support would be referred for assessment.
- Gender and offending rates.
- The impact of youth homelessness and temporary accommodation on education and wellbeing.
- 'Self-medicating' terminology and the suggestion that this sanitises illegal behaviour.
- The issue of perception and fear of crime among young people.
- The need to consider county lines and the importance of communication and advocacy in safeguarding children and young people.
- The need for updated responses to modern challenges including online and media influence, and drug use in affluent areas.
- The role of Elected Members as Corporate Parents.
- Consideration that behaviour often reflects underlying issues, such as undiagnosed SEND, domestic violence and trauma. It was important to support children and young people in accessing assistance and resources appropriate to their needs.

In response officers reported that:

- There had been a shift in the typology of youth offending, with a move from physical contact offences to online-related behaviours. This was influenced by the content young people consumed and algorithm-driven exposure. YJS staff were well-trained on the issue of online perpetrators, though concerns remained about the nature of content being accessed.
- Youth reoffending rates had remained stable at around 30% over the past 20 years. Early intervention was key: 90% of those released from custody reoffended, compared to only 10% of those engaged early. The issue was linked to complex needs and adversity, rather than a new trend.
- The YJS operated as a multi-disciplinary service with strong communication between professionals.
- The sub-regional YJS, covering four local authorities, was funded to work from the point of arrest and did not provide targeted prevention. However, other local prevention services were in place. Officers acknowledged that while the current model brought benefits, there were trade-offs and so it was important to achieve a balance. Drug markets remained a significant exploitation risk, though communication between partners on this issue had improved. It was felt that the Families First programme would help strengthen early intervention.
- Very low levels of hate crime were reported among children and young people across Cheshire.
- Approximately 250 young people were in the Youth Justice System across Cheshire, with around 40 in Cheshire East at any one time. The 39 new entrants in 2024/25 were all first-time entrants by definition.
- Of the four young people sentenced to custody, officers would confirm whether they were previously known to services. These individuals were sentenced for the most serious violent or sexual offences.
- The Youth Justice Plan had been approved by the other three local authorities.
- Female offending was a priority area for the next 12 months. Nationally, there had been a general increase. Work needed to be undertaken to determine the reasons for this, as well as the treatment that females received in comparison to male offenders. No serious offences by females were recorded in the first quarter of this year in Cheshire East.

RESOLVED: (Unanimously)

That the Children and Families Committee

1. Note the update on performance and progress made against priority areas during the financial year April 2024 to March 2025 as set out in the refreshed and updated Youth Justice Strategic Plan for Cheshire (attached at Appendix 1 of the report).
2. Recommend that full Council approves the content of the 2025-2026 refreshed and updated Youth Justice Strategic Plan for Cheshire.
3. Delegate authority to the Executive Director Children's Services to approve the annual refresh of the Youth Justice Plan for 2026-27 and submission to the national Youth Justice Board in June 2026 prior to it being presented for formal approval, sign-off by members and subsequent publication.

40 UPDATE ON HOME TO SCHOOL TRANSPORT TASK & FINISH GROUP

The Chair provided a verbal update on the progress of the task and finish group in relation to Home to School Transport.

It was explained that the group was currently mid-way through the review; the following progress had been made to date:

- The terms of reference had been agreed.
- Areas to be scrutinised had been planned over six monthly meetings, with three meetings already taking place.
- Areas of school transport scrutinised to date:
 - Legislative background and the national picture.
 - Impact of the transformation plans.
 - Statistics and comparative data.
 - Current challenges and opportunities.
 - School transport budget.
 - Sufficiency of school places.
 - The available walking routes programme.
 - The statutory framework for SEND placements.
 - Excluded pupils and school transport.
- A frequently asked questions (FAQ) document had been produced by officers in response to range of questions raised by members.
- Further planned scrutiny:
 - Use of the ANSA fleet and potential expansion (November 2025).
 - Procurement process (November 2025).
 - Discretionary elements of the Home to School Transport Policy (December 2025).
 - Legislative restrictions (December 2025).
 - National and local developments (January 2026).
 - Potential impact of devolution (January 2026).

The final report would be presented to the committee in April 2026.

The committee referred to the previous employment of consultants to review home to school transport and queried the assistance that the report produced by those consultants could bring to this review. In response, the Chair explained that that report formed part of the initial information provided to the group.

RESOLVED:

That the Home to School Transport Task & Finish Group update be received and noted.

41 SECOND FINANCIAL REVIEW 25/26

The committee adjourned for a short break during consideration of this item.

The committee considered the report which set out the Second Financial Review 2025/26 position based on income, expenditure and known commitments as at the end of August 2025. It also identified actions that were being taken to address adverse variances within the Children and Families services.

A forecast overspend of £8.862m reflected a reduction of £0.136m on the FR1 overspend position of £8.998m.

The key pressures continued to be increased costs in placements and staffing, with the main overspends occurring in the following areas: provider services and fostering; children in need, protection and disabilities; cared for children; children's services; education participation and pupil support; and education and 14-19 skills.

The committee asked questions and made comments in respect of:

- The savings target and reasons as to why this had not been achieved.
- The overspend of over £7m in Provider Services and Fostering.
- Delays in the Birth to Thrive project.
- Walking routes to school and these not being realised.
- The likelihood of achieving savings next year in respect of accommodation to support 18–25-year-olds.
- Staff recruited from overseas and new visa rules if a basic income is not achieved. It was felt that this could pose risk for the local authority, as it had been reported that other public sector organisations, such as the prison service, were at risk of losing staff.
- The cost of placements and the likelihood of commissioning changes being able to help achieve this.
- The provision of care homes and whether the Council could operate more of these in the future to help reduce the costs of placements and residential places.
- The authorisation of additional expenditure, over agreed budgets.
- The need to spend money to prevent financial incentives from being lost.
- Savings proposals, policies and health and other outcomes associated with implementing walking routes to schools.
- The importance of the public recognising the Council's statutory duties in providing social care support was highlighted; the Council could not turn people away once budgeted expenditure had been reached.
- The need for realistic budget setting within Children's Services.
- The Corporate Parenting role and responsibilities and the need to remind other Elected Members of these.
- An update regarding the Westfields project was requested, together with clarification as to how current financial obligations were being met.
- Concerns around the Dedicated Schools Grant (DSG) were felt to be a national issue.
- The impending government White Paper and the potential associated financial implications.
- There was a statutory obligation to provide support and costs had increased. Market forces determined pricing.

In response, officers reported that:

- Regarding the safe walking routes programme, work had previously stalled but resumed in 2024/25, with two routes implemented and £80,000 in savings achieved. A report to committee in April 2024 outlined the complexity of the programme. The previously proposed savings target of £250,000 was unrealistic due to the long lead-in time required before transport could be withdrawn. Four routes have progressed this year, with one fully implemented and the remaining three expected to deliver savings next year. It was emphasised that walking routes could not be introduced immediately in place of transport due to necessary lead-in times and ongoing transport costs. Reference was made to capital costs

and the return on investment; a written paper could be provided regarding this if needed. Work was currently taking place in respect of planning the next six programmes. In terms of the legalities involved and not progressing with an intended walking route, it was explained that no precedence would be set against any other routes if plans were abandoned. Business cases needed to be met; this was a complex area.

- In terms of the savings profile for Children's Services, it was recognised that the initial figures in the Medium-Term Financial Strategy (MTFS) lacked fully developed business cases that demonstrated how savings would be achieved in the context of an inadequate service rating. Over recent months, the savings profile had been reviewed in detail alongside the transformation and improvement plan, though delivery capacity did remain limited.
- The transformation programme had been reviewed to identify the most effective projects. The 'Right Child, Right Home' initiative was a key project expected to deliver MTFS savings, with four workstreams:
 1. Sufficiency - improving assessments and placement decisions.
 2. Edge of Care - providing early intervention and support to prevent escalation.
 3. Recurrent Care – this was very specific work that addressed repeat removals from the same parent.
 4. 16–25 Accommodation – costs had risen by 54% since 2024/25; a new strategy and block purchasing approach had been approved, with savings expected in future years.
- The 'Birth to Thrive' workstream was currently paused due to lack of a viable business case and limited officer capacity. A SEND inspection was due but had not yet taken place. It was recognised that improvement work was necessary and that this took priority alongside the DSG management plan.
- Work was ongoing to establish a dedicated Children's Services commissioning unit, separate from the joint Adults and Health unit, to improve strategic children's commissioning, brokerage and quality assurance.
- Regarding the employment of staff from abroad, the scheme the Council operated was fully underpinned by HR and legal agreement. Any national policy and visa requirement changes would be addressed as part of future planning.
- With regards to Children's Services budget setting, expenditure and overspends, it was explained that a written response to explain the process for the approval of budget and placement procurement would be provided to members of the committee.
- The overspend of £7.9m was confirmed to be placement overspend, impacted by increased complexity of need and market forces.
- In respect of the Westfields project, the committee was advised that work was underway to develop options. This would come to committee in January 2026. The costs for insurance, security and heating were currently being met by Estates and not Children's Services.
- Regarding the government White Paper, it was unclear as to what this would include at present. The DfE's policy direction remained focused on mainstream inclusive education. Content in relation to EHCP was awaited; there were 490 more children on EHCP than the previous year. It was hoped that grant funding would be forthcoming to enable implementation of reforms, but details were not yet known.

RESOLVED: (Unanimously)

That the Children and Families Committee

1. Note the overall Council's Financial Position as described within the Executive Summary - Council Financial Position.

2. Note the latest revenue forecast for Children and Families Directorate, review progress on the delivery of the MTFS approved budget policy change items (Table 3 of the report), the RAG ratings and to understand the actions to be taken to address any adverse variances from the approved budget.

3. Note the overall in-year forecast capital spending for Children and Families Directorate of £24.556m against a revised MTFS budget of £56.131m in Tables 4 and 5 of the report.

4. Note the Capital Virement above £500,000 up to and including £5,000,000 as per Table 6 of the report to be approved in accordance with the Council's Constitution.

5. Note the latest DSG in year forecast and forecast cumulative year end position as described within paragraph 40 of the report.

6. Recommend to Council to approve the Supplementary Revenue Estimate Request for Allocation of Additional Grant Funding over £1,000,000 as per Table 7 of the report.

7. Note the reserves position as per Table 8 of the report.

42 MEDIUM TERM FINANCIAL STRATEGY CONSULTATION 2026/27 - 2029/30

The committee considered the report which asked members to provide feedback, as consultees, on the development of the Cheshire East Medium-Term Financial Strategy 2026/27 to 2029/30. Feedback was requested in relation to the responsibilities of the Committee.

The report set out the latest budget position for 2026/27 to 2029/30 and the list of budget savings proposals relevant to the remit of the committee, which had been included in the public consultation launched in November 2025.

The committee asked questions and made comments in respect of:

- The potential inclusion of a current year outturn for comparison.
- Whether the proposed savings in table 4 of the report were achievable.
- The 5% vacancy factor on page 143 of the report: concerns were raised as to whether this was achievable; whether it should be applicable to Children's Services; the impact of agency and interim staff; whether this would be achieved through service redesign; and the impact on statutory work. Consideration was given to this being a nationally prescribed figure; a 100% staff rate could never be achieved at any one time due to the lag between employees leaving posts and replacements commencing in post.
- The rising trajectory of EHCPs and the potential implications on wider costs, such as transport and Council debt interest repayments.

- Accommodation provision and the committee's approval at the September meeting.
- The Chair of the Finance Sub-Committee indicated that all points raised during the engagement/consultation work would be used to produce final budgets and the MTFS going forward.
- Saving proposals needed to be realistic and have full business cases prepared.
- The overall current number of agency staff; the number of frontline social workers required for optimal service delivery and how many of those were agency workers; and whether any themes were appearing from exit interviews.

In response, officers reported that:

- DSG Interest and debt would be continually reviewed and included in the budget update.
- Service redesign was a live ongoing piece of work. Children's Services was rooted in the implementation of Families First and the intended establishment of a separate commissioning unit in Children's Services.
- Regarding the 5% vacancy factor, it was proposed that vacancies will not be held within frontline social care services, as this would hinder service improvement.
- Permanent recruitment was a priority, with a campaign for social workers due to launch shortly. The aim was to reduce reliance on agency staff and implement a comprehensive workforce strategy focused on recruitment, retention and career development. Training and development were highlighted as essential to retaining staff and offering career progression opportunities.
- Given the need to improve service quality following an Ofsted rating of 'inadequate', and the significant work that was ongoing to address this, the service could not commit to achieving the 5% vacancy factor target in full.
- It was indicated that approximately 30% of the workforce were agency staff; a more detailed written response regarding the statistics would be provided to the committee.

RESOLVED:

That the Children and Families Committee

1. Note the updated budget position for the period 2026/27 to 2029/30 as set out in Table 3 of the report.
2. Note the proposals to invest significantly in Children and Families over a multi-year timeframe and the governance arrangements around the use of that investment.
3. Note and feedback on the list of Children and Families budget savings proposals that are contained in the budget consultation launched in November 2025 as contained in Annex 1 of the report.
4. Note the conditions for successful budget delivery, as approved by Corporate Policy Committee on 30 October 2025, which are set out in paragraph 11 of the report.

43 HOLIDAY ACTIVITY AND FOOD PROGRAMME 2026 TO 2029

The committee considered the report which sought approval of the Holiday and Activity Food Programme (HAF) to run an open procurement procedure to spend the total amount of the HAF grant, as allocated by the Department for Education (DfE) each financial year.

The committee asked questions and made comments in respect of:

- The extent of the reach of the scheme, for example into semi-rural and rural areas.
- Future procurement matters and providers of the scheme: it was queried whether various providers could be selected to ensure that a wide variety of young peoples' hobbies and interests could be met.
- Referrals and attendance and how 'no shows' were monitored/followed up.
- The importance of ensuring that those entitled to access the HAF and Food Programme were encouraged to do so.
- Whether an analysis regarding uptake in less urbanised areas had been carried out.
- Whether activities were available to those outside of FSM.
- Funding arrangements.
- The programme was a good example of preventative work, which had been referenced several times during the meeting.
- Service provision and ward analysis data.

In response, officers reported that:

- Appendix 1 of the report provided an evaluation of the HAF and Food Programme, which indicated that 30% of the FSM population attended. The authority ranked very high in that regard. Reference was made to the market providers and the significant push made to reach the target population.
- Regarding procurement and providers, it was the officers' ambition to retain the number of providers currently procured, as well as to introduce more over the next three years.
- 'No shows' were followed up with the referrers, for example social workers.
- A written response in respect of uptake in less urbanised areas would be provided.
- It was a requirement that the activities be targeted specifically to FSM recipients; however, there was some flexibility for referrals for others.
- The programme had received a three-year funding extension.
- Service provision had been similar over the years; appendix 2 illustrated the HAF LSOA Mapping data and ward information.

During debate on the item, a friendly amendment was proposed and seconded in respect of recommendation 3, which sought the inclusion of additional wording as follows:

'Delegate authority to the Executive Director of Children's Services, in consultation with the Chair and Vice Chair of the Children and Families

Committee, for the dispersal of funds and contract awards to providers for the delivery of the Holiday Activity and Food Programme up to the allocated HAF grant amount each financial year this to include a ward-based expenditure analysis on provisions for the years 24/ 25 and 25/26 for comparison purposes'

The amendment became part of the substantive motion.

RESOLVED: (Unanimously)

That the Children and Families Committee

1. Approve the Supplementary Revenue Estimate Request for Allocation of Additional Grant Funding over £500,000 up to £1,000,000 relating to the 2026/27 Holiday Activity and Food Programme. The estimated amount based on previous years is £900,000.

2. Approve the HAF to be delivered via open procedure from April 2026 to March 2029 plus optional extensions of 3 years.

3. Delegate authority to the Executive Director of Children's Services, in consultation with the Chair and Vice Chair of the Children and Families Committee, for the dispersal of funds and contract awards to providers for the delivery of the Holiday Activity and Food Programme up to the allocated HAF grant amount each financial year this to include a ward-based expenditure analysis on provisions for the years 24/ 25 and 25/26 for comparison purposes.

44 **CHESHIRE EAST SAFEGUARDING CHILDREN'S PARTNERSHIP ANNUAL REPORT 2024/2025**

Councillor E Gilman left the meeting during consideration of this item and did not return

The committee received a report which evidenced the work undertaken by the Cheshire East Safeguarding Children's Partnership throughout the reporting year and evaluated the effectiveness of the multi-agency safeguarding arrangements. It aimed to demonstrate the impact the partnership had had on improving outcomes for children, young people, and their families, while transparently sharing the lessons learned. The annual report also provided an opportunity to reflect on areas where the partnership would focus its efforts in the coming year.

Members asked questions and provided comments in respect of the following:

- Confirmation that all meetings within the governance structure had been held.
- Clarification of the acronym *NRM*.
- Effectiveness of cross-border information sharing under the Contextual Safeguarding Strategy
- Whether an Executive Summary could be added to the report to improve readability.
- Missing information relating to Section 175 audits (page 194).
- The need for wider understanding and engagement on Multi-Agency Safeguarding Arrangements
- It was felt that there was a lot of narrative contained in the report, but few metrics.

- The specific areas that the partnership excelled in.

In response officers reported that:

- Assurance was provided that all partnership meetings had taken place, with rescheduling where necessary.
- The NRM acronym referred to the National Referral Mechanism.
- The Pan Cheshire footprint formed the basis of the partnership; it was explained that communication lines did require further work.
- Strategies were currently being developed in relation to child sexual abuse and exploitation.
- The suggestion to include an Executive Summary would be considered for future reports.
- A response to the enquiry regarding missing information on page 194 would be sought.
- The Working Together 2023 Implementation Plan had been revised to reflect new Multi-Agency Safeguarding Arrangements. Education was not a statutory safeguarding partner but was represented through a dedicated sub-group.

Practice observation for senior staff had strengthened independent scrutiny; the focus was now on service delivery.

RESOLVED:

That the Children and Families Committee

1. Note the progress by Cheshire East Safeguarding Children's Partnership, and the impact for children and young people, recognising the achievements and progress made, and to seek assurance around ongoing areas for further development.

45 IMPROVEMENT PLAN PROGRESS REPORT

The committee received a report which provided an update on the progress of the children's services improvement plan.

It was highlighted that the third Ofsted monitoring visit on cared for children, planning and achieving permanence was underway at the time of writing the report. The monitoring visit concluded on 15 October 2025, and the report of the findings was expected to be published on 13 November 2025.

Progress continued to be made in delivering the improvement plan; since the last report to committee in September 2025, the percentage of actions completed had increased from 49% to 56%.

Officers were currently revising the quality assurance framework.

Members asked questions and provided comments in respect of the following:

- Councillor Gardiner requested that he be invited to undertake a visit to frontline services, as it would be beneficial in his capacity as Opposition Leader.

- The committee felt that visits to a wide range of service areas were useful, informative, and provided opportunity of seeing how passionate staff were. Visits and other training opportunities would be provided to new and existing committee members in due course.
- Meeting arrangements for the Improvement Board and input from the Independent Chair.
- Budgetary requirements and the minimum investment needed to improve services.

In response officers reported that:

- Councillor Gardiner's request to undertake a visit to frontline services would be followed up.
- The Improvement Board continued to meet every six-weeks. It was felt that the Independent Chair could provide input to the committee, further consideration would be given as to how best achieve this under the Work Programme item. In conjunction with input from the Chair, the outcome of the recent Ofsted monitoring visit would be published shortly, and there would also be a Department for Education (DfE) review taking place in Spring 2026.

RESOLVED:

That the Children and Families Committee

1. Note the progress against the improvement plan.
2. Note the findings from the councillor visits to the cared for IRO service, child protection chair and LADO service and family group conferencing team in September 2025.

46 WORK PROGRAMME

The committee considered the Work Programme.

The following was noted:

- Further consideration had been given to the topic of Special Guardianship Orders; a briefing session would be scheduled for Members.
- A briefing had been scheduled for Children and Families and Adults and Health committee members in respect of an update on the Tartan Rug and its implications.
- A briefing had been scheduled for Children and Families committee members regarding a social care Ombudsman case prior to the formal report being presented at the January committee.
- It was agreed that input from the Independent Chair of the Improvement Board should be included in future Improvement Plan Progress Reports, as opposed to having a specific Work Programme item.
- The Chair would have further discussions in respect of adding an item for prevention and reaching vulnerable young people.

RESOLVED:

That the Work Programme be received and noted.

The meeting commenced at 10.30 am and concluded at 1.57 pm

Councillor L Crane (Chair)