

GOHEBIAETH YN DILYN CYFARFOD Y PWYLLGOR

Pwyllgor PWYLLGOR CRAFFU PLANT A PHOBL IFANC

y cyfarfod

Dyddiad ac amser DYDD MAWRTH, 22 CHWEFROR 2022, 10.30 AM

Gweler isod gohebiaeth anfon gan Gadeirydd y Pwyllgor ar ôl y cyfarfod , ynghyd ag unrhyw ymatebion a gafwyd

Am unrhyw fanylion pellach, cysylltwch â scrutinyviewpoints@caerdydd.gov.uk

Gohebiaeth yn Dilyn y Cyfarfod (Tudalennau 3 - 26)



Ref: Scrutiny/AEJ/LB/CW/220222

23 February 2022

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Children & Young People Scrutiny Committee - 22 February 2022

On behalf of the Children & Young People Scrutiny Committee I would like to thank you, Councillor Hinchey, Councillor Merry and officers for attending the Committee meeting on Tuesday 22 February 2022 to consider the Draft Budget Proposals 2022/23 and Draft Corporate Plan 2022 - 25.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Children & Young People Scrutiny Committee. The comments and observations made by Members following this item are set out in this letter.

Corporate Overview

In terms of your Portfolio, Members felt there were a number of issues that would require your input and commitment going forward and would appreciate your views on.

Members noted responses in relation to the ongoing implications of Brexit on the budget; the uplift to delegated schools; the resilience of the Capital Programme; the increases for the Children's Services budget; improving consultation with children and young people; and external spend and savings. Members welcomed the response regarding school balances from grant funding, given that these were often awarded with a lack of clarity on how and when to spend it.

Members welcomed the additional funds in the base budget and FRM in relation to Youth Services and were reassured that the outcomes of the Youth Service Review and evaluation would inform the spend this area, as well as other initiatives such as the Summer of Smiles.

Members asked a question on the national proposals for free school meals and any potential implications for the Council's budget. Currently, there appears to be a lack of clarity on this and whether the loss of income from families who currently pay for school meals would be met by Welsh Government. Members would welcome an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Members raised the issue of risk to identified savings in Children's Services in relation to the Reviewing Hub, the lower levels of intervention that the Service is trying to achieve and the shifting balance of care element with efficiency savings here as well. The Committee requests that it has sight of the monitoring and review at regular intervals during 2022/23 and would seek your support in providing this information and an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

Children's Services

The Committee welcomed the 11.8% uplift to the Children's Services budget for 2022/23 and the development of a 3-year Children's Services Strategy and will look forward to receiving this in due course.

Placements

Members raised a number of issues in relation to placements. They were particularly concerned about unregulated placements in the city and were alarmed by the potential safeguarding problems for these young people being brought into the area, many of which may have complex needs and require care and support. Members would request further information on how this is monitored, and what the Council does or can do to have better information on these placements.

Members asked questions around the reliance of the private sector in relation to placements and whether the £2m for appropriate placement funding was achievable, given the lack of control in the market. Members were concerned that some children and young people were being sent much further out of county but reassured that weekly monitoring of this information was being undertaken and would again call on your support in ensuring that this Committee receives regular updates on this.

Members also asked how many places were available in Cardiff for placements, and any additional placements that would be available in the coming year. Arising from this, Members would request the following information, which we are happy to receive anonymised:

- Number of buildings/ places currently available in Cardiff, in all sectors
 broken down by individual providers
- How many of these are currently being used?
- The type of support available at these places
- Number of Children and young people requiring this type of support
- The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

Members of the Committee would like to again congratulate Cllr Merry and all Education and schools' staff on their achievements as highlighted in the recent Estyn Report.

Members noted responses in relation to targets regarding ALN places; and the Summer of Smiles evaluation report (which was provided immediately following the meeting).

The Committee asked if there was any update in relation to the replacement to the Pupil Development Grant and were informed that, currently there was no update, but that the Cabinet was working closely with the Welsh Government on this. The Committee would welcome an update in due course, with an indicative time scale on when this could be reported back.

Members again welcomed the review of Youth Services and would welcome further details (including timescales) of this review so that the Committee can receive updates at appropriate times.

In this section, Members also raised the issue of placements and the impact this has on schools. In relation to those placed out of county, Members would wish to be informed of how those moved out of Cardiff's educational improvement and progression is monitored by Education Services.

To recap, the Committee is requesting the following information:

Corporate

 Free School Meals - an update on this issue when more is known, as well as your views on how the Council is mitigating against this potential loss of income.

Children's Services

2. Your support in providing Members with regular updates on risks to identified savings in relation to the Reviewing Hub, the lower levels of intervention and the shifting balance of care element of the efficiency savings, including an indication of appropriate timescales when we can receive this information (monthly, quarterly etc).

<u>Placements</u>

- Further information on how private placements are monitored, and what the Council does or can do to have better information on these placements.
- 4. Your support in ensuring that this Committee receives regular updates on placements.
- 5. The Committee is provided with a detailed briefing on the following:
 - Number of buildings/ places currently available in Cardiff, in all sectors – broken down by individual providers
 - o How many of these are currently being used?
 - The type of support available at these places
 - Number of Children and young people requiring this type of support
 - The number of placements in Cardiff being available in the coming year and what type of support these will offer.

Education & Lifelong Learning

- 6. An update on the replacement to the Pupil Development Grant, with an indicative timescale on when this could be reported back.
- 7. Further details (including timescales) of the Youth Services review so that the Committee can receive updates at appropriate times

8. Information on how the LEA monitors the educational improvement and progression of those children and young people who are placed out of county.

There are no formal recommendations arising from this letter.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Yours sincerely,

COUNCILLOR LEE BRIDGEMAN

Chairperson - Children and Young People Scrutiny Committee

Cc: Councillor Graham Hinchey, Cabinet Member for Children & Families Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills

Chris Lee, Corporate Director Resources

Ian Allwood. Head of Finance

Melanie Godfrey, Director of Education & Lifelong Learning

Neil Hardee, Head of Services to Schools

Mike Tate, Assistant Director, Education & Lifelong Learning

Sarah McGill, Corporate Director People & Communities

Deborah Driffield, Director of Children's Services

Gary Jones, Head of Democratic Services

Dylan Owen, Head of Cabinet Office

Members of Children & Young People Scrutiny Committee

Cabinet Support Office

Tim Gordon & Jeremy Rhys, Media and Comms

Cllr Adrian Robson – Group Leader

Cllr Rhys Taylor - Group Leader

Cllr Keith Parry – Group Leader

David Hugh Thomas - Chair Governance & Audit Committee



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Cyf/My Ref:: CM47234

Eich Cyf/Your Ref:: Scrutiny/AEJ/LB/CW/220222

Dyddiad/Date: 23 February 2022

Councillor Lee Bridgeman
Chairperson Children & Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Lee

Children & Young People Scrutiny Committee – 23 February 2022 Draft Budget Proposals 2022/23

Thank you for your letter dated 23 February 2022 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 24 February 2022.

The following paragraphs address each of the Committee's further information requests:

I have asked that officers provide quarterly reports to the Scrutiny Committee on the performance of the savings proposal (including commentary on risks) relating to the Reviewing Hub and the Rebalancing of Care. This will link in with the regular financial monitoring reports issued to Cabinet.

With respect to placements, I have asked that officers ensure that placement data is included in the Children's Services quarterly report provided to this Committee. In addition, a briefing paper on private placements and how they are monitored (including the answers to the questions in your letter) will be provided to the Scrutiny Committee in June 2022.

In relation to Universal Free School Meals, the Council is working closely with Welsh Government as they develop their policy in this area and will report back to the Committee when an update is available which will also include an update on any implications on the Pupil Development Grant.

The details of the review of Youth Services with a timetable will be supplied to the Committee in the next few weeks.

In respect to the monitoring of the educational improvement and progression of children and young people placed out of county, it should be noted that the recent Estyn Inspection made the following commentary in respect of this area of work;



'Over time the local authority has developed strong and valued relationships with establishments it commissions to provide education for children who are looked after. The local authority issues providers with a quality assurance framework and has discussions with providers on curriculum provision, planning for pupil progression and self-evaluation. The local authority sets out clearly the range of information it expects providers to report on in relation to education provision and pupil progress. Communication between officers and providers is regular and effective. Generally, officers provide appropriate challenge to changes in provision and in discussing outcomes of Estyn visits with providers. In addition to the quality assurance framework, providers benefit from the safeguarding self-evaluation toolkit provided by the local authority. In a very few cases, support from the local authority for children who are looked after and have additional learning needs is not always timely enough. Whilst the local authority works closely with education other than at school providers the recording of systematic monitoring of individual providers is inconsistent.'

The budget currently includes a sum of money to appoint a 'Virtual Head Teacher' who will bring together and be responsible for the Educational improvement and progression of all children and young people not in a Cardiff maintained school. This complements the existing provision of mentors for young people through both the Youth Service and Children who Looked After team. Also, please find an attached document (Appendix A) which is being used for EOTAs providers but will be developed to be used for all out of county educational placements.

Moving forward the Directorate intends to continue to improve these arrangements by ensuring all commissioned providers agree through a Service Level Agreement (see Appendix B) to provide a minimum amount of regular performance and progression information for each young person placed out of county.

I hope that this letter captures the key points raised in your letter and thank you again for your support in the budget process this year.

Yours sincerely,

C. Ween

Y Cynghorydd/Councillor Christopher Weaver Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Graham Hinchey, Cabinet Member for Children & Families Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills; Chris Lee, Corporate Director Resources; Ian Allwood, Head of Finance; Melanie Godfrey, Director of Education & Lifelong Learning Neil Hardee, Head of Services to Schools Mike Tate, Assistant Director, Education & Lifelong Learning; Sarah McGill, Corporate Director People & Communities; Deborah Driffield, Director, Children's Services; Gary Jones, Head of Democratic Services;
Dylan Owen, Head of Cabinet Office
Members of Children & Young People Scrutiny Committee
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David Hugh Thomas – Chair Governance & Audit Committee

Appendix A

Commissioned Alternative Provision Quality Assurance Framework Provider Self-Assessment Form

Name of Provider

Address

Telephone Number Email address

Monitoring the quality of commissioned Alternative Provision Purpose

This framework is intended as a tool for monitoring consistency and quality in the leadership, management and delivery of Alternative Provision commissioned by the Cardiff Council and delivered by external providers.

The aim of this monitoring framework is to ensure that effective and best practice is shared and to improve overall provision and outcomes for students.

This framework sets the criteria against which all commissioned providers will be assessed. The monitoring framework takes into account all aspects of practice and applies to both Cardiff Council and the external provider, thus ensuring accountability from all.

Assessment and Monitoring Framework

The framework takes into account the following areas of monitoring and evaluation in line the Estyn's Common Inspection Framework (2017) & Education other than at school report (2016). It comprehensively covers all areas of school self- evaluation. Cardiff Council believes the criteria provides the best key indicators to identify the quality of Alternative Provision provided.

- 1. Standards
- 2. Wellbeing and Attitudes to Learning
- Teaching and Learning Experiences
- 4. Care, Support & Guidance
- Leadership and Management

Review Cycle

Visits to commissioned Alternative Provision providers will take place on a termly basis.

Evidence

Commissioned providers must complete the documentation and provide supporting evidence where appropriate. The monitoring and evaluation team will meet with Students, Parents and Carers ensuring stakeholder voice is taken into account in the evaluation process.

Brief description of education programme offered

Courses/Subjects	Accreditation and expected outcomes All qualifications must be approved by Qualifications in Wales (QiW)	Numbe r of studen ts	Availa ble throug h the mediu m of Welsh

1. Standards

	Requirement	Evidence	Requirements met (circle)
1.	Regular, thorough assessment and review of progress takes place. Students are aware through feedback and assessment of how well they are progressing and are aware of what they need to do to meet their individual targets.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
2.	Learners meet the targets set in relation to their starting point and make at least satisfactory progress in		Fully Partially

	developing knowledge, skills & understanding.		Not at all/limited evidence
	Schools receive data on a termly basis for each individual student.		
Comm ents			-
C			
	Requirement	Evidence	Requirements met (circle)
	Assessment data analysis clearly indicates how well the provision is		Fully
3.	doing in relation to individual student targets, progress of specific		Partially
	groups & how effective it is at identifying under achievement.		Not at all/limited evidence
Comm ents			
			
	Requirement	Evidence	Requirements met (circle)
4.	Clear action planning to meet the needs and narrow the attainment		Fully
	gap for individual learners.		Partially
			Not at all/limited evidence
Comm ents			
	-		
	Requirement	Evidence	Requirements met (circle)
	The state of the state to plan		Fully
5.	Regular meetings take place to plan and develop the provision.		Partially Not at all/limited
Comm			evidence
ents			
	Requirement	Evidence	Requirements met
			Fully
6.	Effective self-evaluation procedures are in place.		Partially
			Not at all/limited evidence
Comm			

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	Requirement	Evidence	Requirements met (circle)
			Fully
7.	There is evidence that good practice is identified and disseminated across		Partially
	the provision.		Not at all/limited evidence
Comm ents			

2. Wellbeing and Attitudes to Learning

	Requirement	Evidence	Requirements met (circle)
1.	Learners have a forum to express opinions and raise issues.		Fully Partially Not at all/limited evidence
Comm			
ents			

	Requirement	Evidence	Requirements met (circle)
2.	There are productive working relationships between staff and learners leading to effective feedback and positive learning outcomes.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
3.	School and providers work in partnership with individual learners and parents/carers to monitor and review individual needs, abilities, and aspirations.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
4.	Effective lines of communication are in place between the schools and the		Fully
4.	provider.		Partially

	Not at all/lin	nited
Comm		
ents		

3. Teaching and Learning Experiences

	Requirement	Evidence	Requirements met (circle)
			Fully
1.	Timetabling arrangements allow individuals access to the widest		Partially
	possible range of programmes.		Not at all/limited evidence
Comm			
ents			

	Requirement	Evidence	Requirements met (circle)
2.	A programme of monitoring and evaluation of teaching and learning including lesson observations is in place. Lessons have clear and appropriate learning outcomes.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
3.	Clear differentiation in lesson planning allows for the prior learning, knowledge, skills and understanding of each student.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
			Fully
4	Resources are used effectively to support a variety of teaching and		Partially
	learning styles.		Not at all/limited evidence
Comm			
ents			

4. Care, Support & Guidance

Safeguarding lead member of staff name and contact details:

	Measures required	Evidence	Requirements met (circle)
	Access to the site is restricted to registered students and the organisation's own staff.		Fully Partially
1.	All staff have current DBS and these are recorded centrally.		Not at all/limited evidence
	The Providers central record includes details of employee's right to work in the UK.		
Comm ents			

	Requirement	Evidence	Requirements met (circle)
	Safeguarding/Child Protection policy		Fully Partially
2.	in place, reviewed and up to date with current legislation.		Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
	Safeguarding lead has current training up to at least level 2.		Fully Partially
3.	All staff working with students have up to date basic safeguarding awareness		Not at all/limited evidence
Comm			
ents			

	Requirement	Evidence	Requirements met (circle)
4.	The provider has an e- safety/acceptable use policy and anti- bullying policy signed by students and staff All relevant provider policies are in place		Fully Partially Not at all/limited evidence
Comm ents			

Requirement	Evidence	Requirements met (circle)
		Fully
All members of staff know the process if a disclosure is made or there is a safeguarding concern		Partially Not at all/limited evidence
		-
	All members of staff know the process if a disclosure is made or	All members of staff know the process if a disclosure is made or

	Requirement	Evidence	Requirements met (circle)
6.	All staff aware of the lone working advice given by provider.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
7.	All learners participate in an induction programme which will help them understand options, health and safety procedures and their rights and responsibilities.		Fully Partially Not at all/limited evidence
Comm			
ents			

	Requirement	Evidence	Requirements met (circle)
8.	Learning and pastoral support is available to all learners.		Fully Partially Not at all/limited evidence
Comm			
ents			

	Requirement	Evidence	Requirements met (circle)
9.	Learners understand the importance of attendance and classroom		Fully Partially
	behaviour and comply appropriately.		i di cidii y

		Not at all/limited evidence
Comm ents		
ents		

	Requirement	Evidence	Requirements met (circle)
10.	The provider has developed in line with Cardiff Council policy procedures for managing attendance, punctuality, behaviour, and rewards.		Fully Partially Not at all/limited evidence
Comm ents			

Appendix B.

Service level agreement between (INSERT NAME OF SCHOOL) and Cardiff City Council Education Service.

As the commissioning local authority we are responsible for tracking and monitoring provision for all our pupils.

We therefore require you to provide the following information at the specified timings. By signing you agree to provide this information.

Information required	When	Frequency	How
Pupil attendance	Every Monday	Weekly	Secure email to EOTAS@cardiff.gov.uk
Pupil progress report	First week of term	Termly	Secure email to EOTAS@cardiff.gov.uk
Annual review dates	By September 20th	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Annual review paperwork	Within 10 working days following the review	Annually	Secure email to ALNAnnualReviews@cardiff.gov.uk
Personal Education Plan (for Children Looked After)	When: Within 20 days of starting.	Annually	Secure email to LACETeam@cardiff.gov.uk
Safeguarding concerns	When/if they happen	When/if they happen	Phone initially to 02922 330878

Head Teacher name	
Signature	

Date	
School	
Number of Cardiff pupils on roll	
, ,	

5. Leadership and Management

	Requirement	Evidence	Requirements met (circle)
1.	An up to date Health & Safety policy is in place and accessible to all staff, young people, parents/carers, and visitors. There is a designated person trained to IOSH standard.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
2.	Detailed risk assessments are in place and reviewed annually or as required for all spaces in the building, activities, and where appropriate individual students.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
3.	Fire drill are held regularly at least bi termly.		Fully Partially Not at all/limited evidence
Comm ents			

	Requirement	Evidence	Requirements met (circle)
4.	Public liability insurance is current		Fully
٠.	and the insurance certificate is displayed.		Partially

			Not at all/limited evidence
Comm ents			
	Requirement	Evidence	Requirements met (circle)
	First aid equipment and or facilities		Fully
5.	are fully available.		Partially
	Is the provision familiar with Riddor procedures?		Not at all/limited evidence
Comm ents			
			•
	Requirement	Evidence	Requirements met (circle)
			Fully
7.	Arrangements are in place for supervision of young people.		Partially
	supervision or young people.		Not at all/limited evidence
Comm ents			
000			
	Requirement	Evidence	Requirements met (circle)
	A detailed provision self		Fully
8.	improvement plan is in place, which identifies clear areas for		Partially
0.	development, timescales, success		Not at all/limited
	criteria and staff involved.		Not at all/limited evidence
Comm ents			
	Requirement	Evidence	Requirements met (circle)
			Fully
9.	There is a secure agreement setting out the responsibility of the provider		Partially
	and Cardiff Council.		Not at all/limited evidence
Comm ents		ı	1 27.0000
0.763	<u> </u>		
	Requirement	Evidence	Requirements met (circle)

10.	Arrangements are in place for	Fully
	supervision, teacher appraisal and staff performance management to ensure the professional	Partially
	development needs of the staff and provision are met.	Not at all/limited evidence
Comm		
ents		

	Requirement	Evidence	Requirements met (circle)
			Fully
11.	A process is in place for the regular identification of specific needs of		Partially
	staff.		Not at all/limited evidence
Comm ents			

Date: 23 February 2022

My Ref: SS/CYP/EPR/WESP/Feb22



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Neuadd y Sir
Caerdydd,
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Councillor Sarah Merry
Deputy Leader and Cabinet Member for Education, Employment & Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Sarah,

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE – EDUCATION PERFORMANCE REPORT AND WESP – 22 FEBRUARY 2022

Please accept my thanks for attending the Children & Young People Scrutiny Committee to present the Education Performance Report and WESP. Please also pass on our thanks to Mike Tate, Neil Hardee, Suzanne Scarlett and Richard Portas. The comments, observations and recommendations below were captured during the Committee's discussion at the Way Forward.

We commend the reports to Cabinet for consideration.

Education Performance Report

We would like to take the opportunity to again congratulate you and staff on the recent Estyn report. Members were pleased to note the supportive responses and case studies included as part of the inspection and commend the service for this. We look forward to working with you and supporting you with the implementation of the four recommendations arising from the inspection. We would request that further updates be provided to the Committee in due course on developments in relation to the Central South Consortium Partnership, ALN Reforms, the relaunch of the Cardiff 2030 Strategy and Action Plan, and the national accountability and assessment framework. Please provide indicative timescales for their consideration.

WESP

During the consideration of this Item, Members asked a range of questions regarding the capacity to deliver against targets; ensuring that the WESP has a "whole picture" approach (to include wraparound care, ALN, FE, HE and jobs); the upskilling of staff; the need to understand the transfer rate from Welsh to English medium education; and potential challenges in relation to recruiting and retaining suitable staff and the need to plan for this.

Members noted the fluidity of responses in relation to their questions, given the stage of the process, and the work that will be undertaken by the Service in the coming months. Members observed that there will be the development of an Action Plan which will be submitted to Welsh Government in September 2022 and would therefore request that the Committee consider the Action Plan prior to its submission.

Members considered what current Welsh Medium schools could offer the Service in terms of data in developing the Action Plan, including structures, staff training, pupil outcomes etc. and would request that this be explored. In addition, Members suggested that current Welsh medium teachers be approached to talk about their route into Welsh medium education. This would provide a useful insight, good practice and benchmark for the Action Plan. Members would also request that suggestions received via the consultation exercise be used and explored further.

To recap, the Committee is requesting:

Education Performance Report

 Further updates be provided to the Committee on developments in relation to the Central South Consortium Partnership, ALN Reforms, the relaunch of the Cardiff 2030 Strategy and Action Plan, and the national accountability and assessment framework. Please provide indicative timescales for their consideration.

WESP

- 2. Agreement that the WESP Action Plan, which will be submitted to Welsh Government in September 2022, be considered by this Committee prior to its submission.
- 3. Explore data and information from current Welsh medium provision in relation to structures, staff training, pupil outcomes, and teachers' routes and experiences in this sector.

There are no formal recommendations arising from this letter.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended Children & Young People Scrutiny Committee. I look forward to a response.

Yours sincerely,

COUNCILLOR LEE BRIDGEMAN

Chairperson – Children and Young People Scrutiny Committee

CC: CYPSC Members

Melanie Godfrey, Director of Education & Lifelong Learning Mike Tate, Assistant Director of Education & Lifelong Learning Neil Hardee, Head of Services to Schools;

Suzanne Scarlett, Operational Manager, Partnerships and Performance Richard Portas, Programme Director of School Organisation Planning.

Tim Gordon & Jeremy Rhys, Media and Comms

Cllr Adrian Robson - Group Leader

Cllr Rhys Taylor - Group Leader

Cllr Keith Parry – Group Leader

David Hugh Thomas – Chair Governance & Audit Committee

Jo Watkins, Cabinet Support Office

