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## Scrutiny Children & Young People Sub-Committee

Meeting of held on Tuesday, 28 February 2023 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

### MINUTES

**Present:** Councillors Councillor Richard Chatterjee (Chair), Councillor Maddie Henson (Vice-Chair), Sue Bennett, Mike Bonello, Gayle Gander, Helen Redfern, Manju Shahul-Hameed and Catherine Wilson

#### **Co-optee Members**

Josephine Copeland (Non-voting Teacher representative), Elaine Jones (Voting Diocesan Representative (Catholic Diocese)) and Paul O'Donnell (Voting Parent Governor Representative)

#### **Also**

**Present:** Councillor Maria Gatland (Cabinet Member for Children and Young People)  
Councillor Ola Kolade (Cabinet Member for Community Safety)

**Apologies:** Councillor Eunice O'Dame

### PART A

#### **10/23 Apologies for absence**

Apologies for absence were received from Councillor Eunice O'Dame, for which Councillor Mike Bonello was in attendance as a substitute

#### **11/23 Minutes of the Previous Meeting**

The minutes of the previous meeting held on the 17 January 2023 were approved as an accurate record.

#### **12/23 Disclosures of Interest**

Cllr Henson declared that they were a Council Trustee of the Church Tenements Charity that had provided grant funding to Croydon Drop-In.

#### **13/23 Urgent Business (if any)**

The Chair asked officers to provide the Sub-Committee with an update on the implications to the Council of the announcement that the Mayor of London would be funding Free School Meals in 2023/24. The Corporate Director Children, Young People & Education informed the Sub-Committee that this

meant that there would be guaranteed funding for Free School Meals for Croydon Primary School Children in 2023/24, but it was not known if this would continue into 2024/25. Members heard that an exercise to ascertain a rough estimate of the annual cost to continue this had been undertaken, and that it was thought that this figure would be around £5.6 million a year.

The Vice-Chair asked what impact this would have on school budgets, as it was likely to provide a saving. The Corporate Director Children, Young People & Education explained that, as this it was still at a very early stage, it was not yet known, but that in other authorities where universal Free School Meals were being offered the expenditure came from the General Fund. The Sub-Committee heard that the implications of extending the offer would likely be looked at through the Schools Forum. Members asked whether schools had the resources and capacity to deliver the number of Free School Meals required at short notice, and heard that this was not yet known.

#### **14/23 Child and Adolescent Mental Health Services (CAHMS) Update**

The Sub-Committee considered a paper set out on pages 19 to 80 of the agenda, which provided a summary of the activity of Children and Adolescent Mental Health Services (CAMHS) and Emotional Wellbeing and Mental Health (EWMH) services for children and young people residing and receiving education in Croydon. The report also provided an update on the position with current waiting times, access and performance. The Senior Commissioner for Children and Young People's Mental Health introduced and summarised the report. The following representatives were also present and introduced themselves: Karen Stott, Chief Executive for Off the Record; Gordon Knott, Chief Executive of Croydon Drop-In; Harold Bennison, Service Director of CAMHS, South London and Maudsley NHS Foundation Trust (SLaM); and Rod Booth, Director of Performance and Partnerships, SLaM.

The Vice-Chair asked if practitioners felt there were gaps in the current service offer and heard from the Chief Executive for Off the Record that there had been a large increase in demand for services since the pandemic; as a result of this, the length of counselling had been shortened to a standard offer of six. The Sub-Committee heard that young people and practitioners had identified that there were gaps for those in need of more substantial support, but who did not meet the threshold for CAMHS services. The Chief Executive of Croydon Drop-In explained that Off the Record were trialling the 'First Contact Method', 'Waiting List Groups' and carer helplines, but ultimately these were not substitutes for one-to-one support and did not reduce waiting lists. Members heard that there was good partnership working across the groups to try to identify and mitigate gaps in the offer where possible. The Service Director of CAMHS explained that NHS funding for CAMHS was around 1% of the total NHS budget, and it was known that this was often not sufficient to meet current need; many services had seen a doubling or more in the level of demand since the pandemic. The Sub-Committee heard there were gaps in a lot of the services being offered, but that in-patient care was meeting current demand. It was stated that while the gaps were known, and a

national issue, work was being done to target resources where they could do the most good to meet local priorities whilst utilising hotspot and equalities data.

Members asked about the Mental Health Support Teams in Schools (MHSTS) programme and heard that 45 schools in Croydon were receiving this service, jointly delivered by SLaM, Off the Record and Croydon Drop-In in different waves focussing on different areas. The SLaM wave focussed on School Exclusions, Off the Record and Croydon Drop-In jointly delivered a wave focussed on serious youth violence and a new wave had been introduced focussed on COVID recovery. The Sub-Committee heard that practitioners were based in the schools for a day a week for secondary schools, and for half a day for primary schools. Kooth, an online resource, was available for the schools who were not in the MHSTS programme.

The Sub-Committee asked how young people or parents were signposted to the right services or point of entry and heard from the Chief Executive of Croydon Drop-In that school communications were used, as well as the usual marketing, advertisements, social media, word of mouth and service websites. Members heard that it could be confusing for parents and carers, and services tried to redirect service users to more appropriate services where appropriate.

Members asked about the long waiting times for assessments, and how long it took from assessment to receiving services. The Service Director of CAMHS explained that the majority of the longest waits were around the neurodevelopmental pathway and that this was linked to the work being done to change the Autism diagnosis pathway. The Sub-Committee heard that an Autism diagnosis would lead to a number of support packages and was not a mental health condition for which there was a treatment pathway. To reduce Autism diagnosis wait times, work was being done to look at how the system should operate and how it could cope with the current demand, and then to see what was in place to deal with the backlog. Members heard that CAMHS had been working with a private sector company called 'Clinical Partners' to increase capacity, reduce the longest waits and ensure a system was in place to manage ongoing demand. On the mental health pathway, waiting lists were being managed with dynamic reviews of risk to ensure the most acute needs were met as a priority; there was a single point of contact that triaged service users to ensure individuals were directed to the correct services through partnership working. The Service Director of CAMHS explained that they were seeking to increase the use of apps and virtual waiting lists so that, once individuals were registered, they could be signposted to services and receive some support whilst they were on waiting lists.

The Sub-Committee asked if there was a knock on effect to Children's Social Care from CAMHS not having as much capacity as would be desired. The Director of Children's Social Care explained that there were higher levels of mental health distress since COVID, both nationally and locally, which was a feature in safeguarding referrals. Members heard that this was a challenging aspect of safeguarding and required strong partnership working; where needs were acute the Director of Children's Social Care often met with Service

Director of CAMHS to review cases to see where fast-tracking access to acute provision was needed. The Sub-Committee heard there was a need for every professional and parent to learn to recognise signs of mental distress and to upskill workers in contact with children to provide interventions. The Director of Children's Social Care explained that there was a Clinical Practice Team and qualified therapists in Croydon who worked directly with families and looked after children; there was also ongoing work focussing on suicidal ideation.

The Sub-Committee commented on the prevalence of teachers in signposting to mental health services, and service users often being fearful of self-referring incorrectly. The Chief Executive of Croydon Drop-In agreed and explained that they were piloting a Parent/Carer helpline to try to help with this. Members noted that it was likely there were more children and young people in need of referrals than was currently known.

Members asked about the introduction of Family Hubs, and heard that an early adopter Hub would be started in Summer 2023; a Best Start offer was being considered and an initial physical location was being investigated. It was not known how many Family Hubs there would be, but these would be spread across the borough. Family Hubs would be delivered in a partnership approach to provide support to families with a 'one-stop shop'. The Sub-Committee heard that some practitioners would operate in Hubs, alongside staff who could signpost families to other services. Members expressed an interest in visiting hubs once they were up and running. Members asked how families would know where to find Family Hubs and heard from the Director of Education that communications would go out through the partnership, but it was recognised that this was a shift in the way services would be delivered and this would be communicated through a number of platforms.

The Sub-Committee asked where parents/carers could go initially to find support services for mental health for children and young people if they did not want to go through their school. The Service Director of CAMHS explained that often this happened through General Practitioners (GPs), but acknowledged the difficulty of taking the first step to getting support; work was being done to look at cases where young people's first interactions with services were a result of presenting at the hospital Emergency Department to see where interventions could have happened earlier. The Director of Children's Social Care explained that digital poverty, children not being in education settings and having parents with English as a second language were the biggest barriers to finding support services easily. The Director Quality, Commissioning & Performance agreed and explained that support services needed to be multi-channelled and highlighted the importance of Early Help; it was explained that Early Help directories were being refreshed constantly to try and ensure parents and young people received help as early as possible. The Director of Performance and Partnerships, SLAM explained that there were planned trials and projects to integrate mental health support specialists into GPs and to draw as much funding from the NHS into these projects as possible.

Members asked what was available for young people whilst they were waiting for assessments. The Service Director of CAMHS, SLaM explained that there was not a lot that was offered for these individuals but that there were attempts to make it clear how long people would be on the waiting lists, however, there were not sufficient resources in place to do much more. The Sub-Committee asked if it was possible to capture the impact of long waiting times on young people and heard that it was clear longer wait times often led to an increased cost of intervention at a later stage. The Chief Executive for Off the Record explained that they had set up a 'First Contact Team' to try and quickly meet with, assess and provide short term interventions for young people, and it was found that this had reduced counselling waiting lists. The Chief Executive of Croydon Drop-In explained that there were welfare check-ins for those on the waiting list for counselling that took place roughly every four weeks.

The Senior Commissioning Manager for Children & Young People Mental Health explained that the 'Talk Bus' was used to get to hard-to-reach children and young people. The Chief Executive of Croydon Drop-Ins explained that the bus operated twice a week to try to reduce the pressures on the hospital emergency department and that mental health services in Croydon were currently more joined up than they had been in the past.

The Sub-Committee asked what the financial impact was to the Council as a result of unmet mental health needs leading to increased social care demand. The Director of Children's Social Care responded that this was very hard to quantify, but that there was a specific support offer to families awaiting Autism assessments. Members heard that mental health issues for young people with Autism were often a result of operating in a world that did not account for neurodivergence, which could cause significant stress and difficulty. The Corporate Director for Children and Young People highlighted the huge pressures on social care and mental health services and the importance of being transparent about this between partners.

Members asked about the pressures on services following the wind down of the Community Fund in 2023 in a context of existing funding pressures for services. The Sub-Committee heard that this would reduce the capacity of services, and that the 'Talk Bus' would likely see 1500 less young people than in previous years. The picture was difficult nationally and it was increasingly hard to bring in additional grant funding to supplement Council funding; the NHS were being looked at to supplement reduced funding from other areas. The Sub-Committee asked about the future of the 'Talk Bus' post March 2023, and heard the funding bids to continue this work had been developed over the previous 12 months. The Chief Executive of Croydon Drop-In explained that money had been saved over a number of years to replace the 'Talk Bus' with a more eco-friendly bus, and this had now been ordered; this was a shared community resource and every effort to continue funding it would be made. The Director of Performance and Partnerships, SLaM explained that all the organisations represented at the meeting worked together in partnership to deliver services and unlock resources to direct them where they were needed. The Chief Executive of Croydon Drop-In explained that they had received

funding from the National Lottery to build a 'sensory room' for neurodiverse young people to use before counselling sessions. Members heard that a joint project between Drop-In, Off the Record and CAMHS on custody suites would be undertaken to provide counselling to young people.

The Vice-Chair asked about the possible implementation of a cap for Croydon Drop-In and the implications of the headquarters being on the Council asset disposal list. The Chief Executive of Croydon Drop-In stated that new premises were being considered in case the headquarters were sold, but that this would be disruptive for services and service users. On the cap, Members heard this was a very sensitive and drastic measure and that any decision on this would not be taken lightly.

The Chief Executive for Off the Record Croydon explained that Off the Record had adopted a new vision statement about building a compassionate mental health community for children and young people, and the importance of delivering this in partnership. The Chief Executive of Croydon Drop-In agreed and explained that increasing demand on services was thought to be a socio-economic issue related to a large number of factors. The Service Director of CAMHS noted the importance of supporting staff in delivering services, and of providing support to families and carers to try to reduce the use of institutional solutions. The Senior Commissioner for Children and Young People's Mental Health added that the commitment to partnership working to address the needs of children and young people in the borough remained and that a number of new services and projects were being looked into. The Director Quality, Commissioning & Performance thanked the representatives in attendance and acknowledged their hard work in Croydon. Members heard that there were opportunities as a part of the South West London Integrated Care Board to think creatively about how to deliver services, learn from colleagues and achieve a fair level of funding for Croydon. The Cabinet Member for Children and Young People commended the fantastic work of the partners and thanked them for attending the Sub-Committee.

## **Conclusions**

The Sub-Committee were grateful for the open and honest answers given by SLaM CAMHS and its commissioned provider partners in the meeting.

The Sub-Committee commended the work being done by SLaM CAMHS and its commissioned provider partners in a challenging national and local context.

The Sub-Committee concluded that CAMHS should be included on the work programme for 2023/24.

The Sub-Committee concluded that the Cabinet Member should continue to explore alternative funding streams for Children and Young People's mental health services that had previously relied on the Community Fund.

The Sub-Committee requested that a summary of current signposting for Children and Young People's mental health services be provided.

## 15/23 Police Representation and Multi-Agency Working

The Sub-Committee considered a paper set out on pages 81 to 86 of the agenda, which explained the partnership between the Children, Young People and Education (CYPE) Directorate, specifically Children's Social Care, and Police colleagues. The Director of Children's Social Care introduced the item and the Head of Service Access, Support and Intervention summarised the report.

The Sub-Committee asked about the meaning of 'low-risk domestic abuse' referenced in the report, how this escalated, the consequences for children living in these situations, and what was around the perpetrators. The Head of Service Access, Support and Intervention explained that the Multi-agency Safeguarding Hub (MASH) Team received 'MERLIN' reports from the police which were graded on risk, and it was then decided whether Social Care intervention was required. Detective Inspector Hart explained that calls to households could take the form of a 'non-crime domestic situation' where a report was written and any children at the address spoken too; this would be recorded as a low-risk incident. Members heard that Operation Encompass enabled referrals at low risk to be processed through the MASH Team, and then highlighted to safeguarding leads at schools of children in these households. The Sub-Committee heard that if there were four low-risk calls in a 12 month period then this would increase the associated risk and escalate a case to be discussed at the Multi-Agency Risk Assessment Conference (MARAC) to decide follow up actions with partners. Members highlighted the fear that victims of domestic violence had of taking any action against their perpetrators, and asked what support and resources were provided to victims. The Head of Service Access, Support and Intervention explained that the strength of Operation Encompass was that it engaged the partnership, who were working with families and young people at a universal level, to enable discreet conversations to take place, for example, through designated safeguarding leads in schools who already had established relationships with families.

Members asked if anyone in Croydon had been charged with domestic abuse with a child as a victim from witnessing domestic abuse in their household. The Detective Inspector responded that it was unlikely that this had happened specifically, but the impact on children in a household would be used to form part of the larger picture around domestic abuse cases. The Sub-Committee asked if there were any cases where the police would discourage domestic abuse victims from pressing criminal charges. The Detective Inspector stated that this was not the case, and that the police were working in close partnership with the Family Justice Service and Independent Domestic Violence Advisers (IDVA) to provide support to victims. It was acknowledged that with very historic cases, or cases with very little evidence, that the police might not be able to take cases any further even with best efforts. The Head of Service Access, Support and Intervention explained that domestic abuse had been included in the report as it could be a contributing factor to presenting youth safety needs.

Members asked about the Youth Integrated Offender Management Partnership, and heard that the young people worked with were generally in the age range of 18-25. The Head of Service Access, Support and Intervention explained that police analysts had been integrated into this work, and that applying this intelligence had significantly reduced numbers of young people in the programme.

The Sub-Committee asked what was being done to increase trust amongst communities who had lost confidence in the police. Inspector Morteo responded that the new Commissioner of Police of the Metropolis, Sir Mark Rowley, had launched a 'Turnaround Plan' featuring nine priorities, and that he was very open on trust and confidence. The Sub-Committee heard that there was a commitment to removing 'bad officers' and eliminating misconduct, and that there was more work happening with community groups than ever before. Members heard that it was thought that current methods of measuring trust and confidence were not sufficient, and needed to be improved. The Cabinet Member for Community Safety explained that the Youth Safety Plan was in development at the Council, and increasing trust amongst young people in the police was key to this being successful. Members heard that the Cabinet Member for Community Safety had been working closely with the police and local communities and that open conversations had been key in responding to an incident where the Central Police Team had conducted a Stop and Search where a young person had been put to the ground. The Cabinet Member for Community Safety explained that a new initiative had started that saw community members providing training to the police, to try to build trust between communities and the police. The Detective Inspector added that there were weekly meetings with partners to discuss 'every child every time' and what was being done by the police on a daily basis to increase police transparency. The Head of Service Access, Support and Intervention explained that the 'Complex Adolescents Panel' was a partnership group that met a weekly basis and considered exploitation within individual children's cases; the police co-chaired the Panel to enable shared accountability in developing and driving child safety plans. Members commended the role the police were playing in partnership working but recommended that the police do more to inform the wider community about the work they were doing.

The Sub-Committee asked about hotspot areas where children were more at risk and how this was monitored and mitigated. The Inspector explained that these hotspots moved depending on the time of year, school terms and what assets the police put into certain areas. Members heard that these hotspots were identified and monitored through intelligence sharing and crime reports. There had been a three-week operation focussed around Church Street to tackle schoolchild robbery, as levels of this offence were heightened in Croydon and across London. Neighbourhood Safety Officers were often deployed to hotspots and, where needed, central assets could be requested to Croydon to provide additional resource. The Inspector stated that work with other statutory organisations, such as the Council, was the best they had seen it. Members heard that there were 16 Schools Officers in priority schools who performed high visibility patrols and had been involved in the Church



Street operation. The Head of Service Access, Support and Intervention explained that they had been working closely with the Violence Reduction Network and police to develop a locality based response model that recognised emerging needs and provided intervention and support to children and young people in these hotspot areas; it was recognised that intelligence sharing with the police was vital in targeting support and intervention where it was most needed. The Youth Engagement team had been engaged in Church Street to try to minimise anti-social behaviour and risk.

Members commented on the need for more joined up thinking in the way that young people were dealt with to acknowledge their previous experiences and trauma. The Director of Children's Social Care agreed and explained that the Youth Engagement Team were very skilled at engaging young people to create teachable and reachable moments where valuable conversations could happen to change the perception and experience of the police for young people. The Director of Children's Social Care explained that there was a lot of joined up working that happened during 'Complex Strategy Meetings' that considered groups of young people whilst looking at 'places and spaces' as a focus for that work. It was acknowledged that this was a very difficult, fluid and complex area of work in the child protection landscape, where the focus on moving from prevention, to intervention, to arrest was happening simultaneously around different groups. The Cabinet Member for Community Safety commented on the complex relationship between being an observer, victim and perpetrator of violence. The Sub-Committee heard that the government had launched the 'Serious Violence Duty' that made links between youth violence and domestic abuse; the Safer Croydon Partnership would be developing a risk profile followed by a strategy and action plan for Croydon that brought these elements together. The Council is developing a Youth Safety Plan, and would be developing a Domestic Abuse Strategy, and the Cabinet Member explained that they were cognisant of linking in all of these elements to ensure the safety of children and young people.

The Inspector reassured the Sub-Committee that there were no probationary officers in Safer Schools roles in Croydon, following a recent high profile case that had been reported. Members heard that education on 'Adultification' training had been provided to officers through Council workshops and had provided valuable learning. The Inspector explained that the police worked very hard with colleagues on the Youth Offending Team to keep children and young people out of the criminal justice system, and that this was one of their key objectives. The Detective Inspector explained that they felt it was a very positive time to be engaged in partnership working, which had been galvanised by the pandemic. The Head of Service Access, Support and Intervention explained that partnership working enabled an environment where respectful challenge could take place, incorporating direct feedback from young people. The Cabinet Member for Children and Young People explained that they had visited the Youth Offending Team and Youth Court and had been encouraged by what they had seen. The Sub-Committee heard that the Cabinet Member for Children and Young People had also observed the Complex Adolescent Panel and Croydon Safeguarding Partnership where the police were valued partners. The Cabinet Member for Community Safety

thanked police partners for attending the meeting and commended the work being done in the Safer Croydon Partnership to ensure children and young people felt safe in Croydon.

### **Conclusions**

The Sub-Committee were grateful for the police representatives attending the meeting and giving detailed answers to Members questions.

The Sub-Committee concluded that they would like to visit some of the meetings attended by police to observe partnership working in action.

### **16/23 Exclusions Update**

**RESOLVED:** That the Sub-Committee defer this item to the next meeting.

### **17/23 Update on Asylum Seeking and Refugee Children in Education**

The Sub-Committee considered a paper set out on pages 87 to 92 of the agenda, which provided information on the support available for children arriving in the borough on asylum schemes; information on access to education; and information to demonstrate that schools were being properly funded for taking in Ukrainian refugees as per national government support schemes. The Early Help Service Manager introduced and summarised the report.

Members asked how concerns that children could be behind, due to missing years of schooling, could be addressed and noted that this could present a barrier to integration,. The Director of Education explained that children who came to the country at a young age picked up English much more quickly than older children did. The Sub-Committee heard that the interim provision had been provided to develop English-speaking skills to aid in the transition to mainstream schools, and it was being looked at whether this would be reintroduced. The Sub-Committee heard that, whilst this was challenging, schools in Croydon were very open and welcoming, and it was more likely that children's experiences and trauma would create barriers; because of this it was important that support for children's mental health and wellbeing was in place. Members heard that it was a school's decision whether to support an application for a child to enter education at a year below their curriculum age, and this could be very challenging for older children, with a number of factors needing to be considered. The Director of Education explained that it was most important to support children in reaching their full potential in light of whatever decision was made.

The Sub-Committee asked how confident the Council was that all the available funding was being received to support Asylum Seeking and Refugee Children. The Director of Education confirmed that this was the case, and work was being done to pass this funding on to schools directly. Members

heard from Co-optee Josephine Copeland that integration had been successful at their school, but it was important that 'English as a Second Language' was a focus to ensure that lessons accounted for all of the children. Members heard that funding could be an issue as it did stretch resources with the example given of increased mental health needs. The Director of Education explained that the per-pupil funding was lagged, and that children arriving and leaving between census days could lead to a situation where funding was not received for these children. Members heard that this could create challenges but that support was provided wherever possible, however, school funding was complicated and sometimes did not account for pupil movement. The Director of Education stated that the Department for Education notified Local Authorities of available funding streams. The Early Help Service Manager explained that there had been a small grants funding process in late 2022 for voluntary sector organisations to provide additional services to, and activities for, the asylum-seeking community to provide opportunities outside of their accommodation.

Members asked about families who had their accommodation moved, and whether there were efforts made to ensure that children did not have to change schools. The Director Quality, Commissioning & Performance explained that initial accommodation or contingency hotels were provided by the Home Office while asylum claims were assessed, and the Council did not have control of when this changed. It was explained that the Council was making representations to the Home Office on this that explained how disruptive this could be for children and families and asking what could be done to mitigate this in future.

The Sub-Committee asked how children were referred to 'Virtual Schools'. The Director of Education explained that every Local Authority operated a 'Virtual School' and each had a Head Teacher, which was a statutory role. The 'Virtual School' was responsible for the attendance of, and outcomes for, Care Experienced Children and children who known to Social Care; this sat above the physical schools where the children were enrolled. Each child had a Personal Education Plan (PEP), which was overseen by a social worker, a named advisor in the 'Virtual School', and the Council in its role as a Corporate Parent. In Croydon, the model used was like an ordinary school with leads for each Key Stage and a focus on youth not in employment, education or training (NEETs).

Members asked how spending time outside of their main school setting affected the ability of children and young people to integrate. The Director of Education stated that this depended on each individual child, but that the idea of the interim provision had been to provide a short-term placement until the child was able to enrol at a mainstream school; this had also been to help the development of English skills. The provision had been located in St. Andrews School and a number of children had ultimately transitioned onto mainstream schooling at St. Andrews, which had been positive, as many had already integrated with their peers.

**18/23 Early Help, Children's Social Care and Education Dashboard & Health Visiting KPI Data**

The Sub-Committee considered a report set out on pages 93 to 100 of the agenda, which provided the Early Help, Children's Social Care and Education Dashboard and Health Visiting KPI Data for Quarter 3 2022/23.

Members asked about the inclusion of Care Experienced Young People data on the Dashboard, including pathway plans and caseloads. The Corporate Director of Children, Young People and Education agreed that this could be reviewed, but that overlap with the work of the Corporate Parenting Panel should be considered.

On CYPE 24, the Sub-Committee heard that a detailed explanation of these figures had been given at the [last meeting](#) of the Sub-Committee.

On CYPE 01, Members commended the improvement on this indicator.

Members commented on using the Dashboards to help develop the work programme. The Corporate Director for Children, Young People and Education explained that they received weekly performance information on all of the indicators to track the trends; in conjunction with this, a monthly performance meeting also took place to scrutinise this information. Members thanked officers for the Health Visiting Data and heard that this would be provided on a quarterly basis.

**19/23 Work Programme 2022/23**

The Sub-Committee noted the report.

The meeting ended at 9.32 pm

**Signed:**

**Date:**

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