



Head of Service who may attend on an annual cycle: Head of Education & Learning, County Treasurer, Head of Planning, Transportation & Environment (School Place Planning); Head of Capital Development & Waste Management (Capital Programmes) and Head of Child & Adult Protection (Children Safeguarding)

Standing groups' focus is strategic leadership, not management.

Heads and Governors Liaison Group (advisory) maintains an overview of Forum Forward Plan and Standing Groups' work programmes

Meetings of Head of Education & Learning and Chairmen of the Associations have reduced.