

Education and Local Economy Scrutiny Commission

Tuesday 8 April 2025

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Cassandra Brown (Chair)
Councillor Rachel Bentley (Vice-Chair)
Councillor Sunil Chopra
Councillor Renata Hamvas
Councillor Jon Hartley
Councillor Youcef Hassaine
Councillor Irina Von Wiese
Martin Brecknell (Co-opted Member)
Jonathan Clay (Co-opted Member)
Marcin Jagodzinski (Co-opted Member)

Reserves

Councillor Gavin Edwards
Councillor Ketzia Harper
Councillor Sunny Lambe
Councillor Jason Ochere
Councillor Victor Chamberlain
Councillor Adam Hood

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

Amit Alva on email: amit.alva@southwark.gov.uk



Members of the committee are summoned to attend this meeting.

Althea Loderick

Chief Executive

Date: 31 March 2025



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Education and Local Economy Scrutiny Commission

Tuesday 8 April 2025
7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
PART A OPEN BUSINESS		
1. APOLOGIES	To receive any apologies for absence.	
2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3. DISCLOSURE OF INTERESTS AND DISPENSATIONS.	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4. MINUTES	To approve as a correct record the Minutes of the meeting held on 18 November 2024 (<i>To follow</i>) and 4 February 2025 (<i>To follow</i>).	
5. YOUTH EMPLOYMENT SUPPORT		1 - 12
	To receive a report from Cllr John Batteson, Cabinet Member for Climate Emergency, Jobs and Business and Nick Wolff, Employment and Skills Manager.	

Item No.	Title	Page No.
6. EAST STREET TRADERS		13 - 72
	To receive a report from Lindon on the East Street Market renovation project.	
7. SOUTHWARK SAFEGUARDING CHILDREN PARTNERSHIP (SSCP)		73 - 105
	To receive a report from Alasdair Smith, Director, Children & Families on Southwark Safeguarding Children Partnership (SSCP).	
8. DRAFT SCRUTINY RECOMMENDATIONS AND REPORT		
	To discuss Draft Scrutiny Recommendations and Report with the commission for the 2024-2025 year. <i>(To follow)</i>	
9. WORK PROGRAMME 2024-25		106 - 113
	To note the Work Programme for the 2024-25 year.	

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.

Date: 31 March 2025

Meeting Name:	Education and Local Economy Scrutiny Commission
Date:	8 April 2025
Report title:	Youth Employment Support
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Danny Edwards, Assistant Director of Economy

BACKGROUND INFORMATION

1. The Education and Local Economy Scrutiny Commission has requested information on work the council is currently engaged in to support young people into employment, focusing on the refreshed commitment in the council delivery plan to work with partners to support school leavers into education, training and employment.
2. Southwark is a borough where young people are facing significant economic challenges. While many young people do well, a large number of families, particularly in the most deprived areas of Southwark, experience unemployment, low pay and irregular, insecure work across multiple generations.
3. Southwark Council wants all young people in Southwark to be well prepared to pursue any career they choose, regardless of their background or circumstances and to have support available to them to help them move into employment.
4. The council's efforts to support school leavers into education, training and employment are shared across a number of service areas, reflecting the cross-cutting nature of this priority in service delivery for young people and their support networks while at school and college and in the post-18 transition. Services involved in delivering employment support and opportunities for Southwark young people include:
 - Education (Education Business Alliance; supporting careers information, advice and guidance in schools; Local Offer and services for young people with SEND)
 - Local Economy (Southwark Works; Connect to Work; School Leaver Internships; Southwark Skills Partnership; Youth Opportunities Bulletin)

- Corporate Parenting (Employment support for care-experienced young people)
- Youth Service (OneHub)
- Organisational Development (council apprenticeships and internships)

KEY ISSUES FOR CONSIDERATION

Southwark 2030

5. Our Southwark 2030 strategy sets out a vision of a fair green and safe Southwark, where everyone can live a good life as part of a strong community.
6. Supporting this vision and shaping our efforts to support young people into employment are the goals of 'a good start in life' and 'a strong and fair economy'.

Southwark Economic Strategy 2023-30

7. Southwark's Economic Strategy sets out our approach to building a strong and fair economy in support of the Southwark 2030 strategy.
8. The strategy aims that all young people in Southwark are well prepared to pursue any career they choose, regardless of their background or circumstances.
9. In support of this aim, the strategy includes a "Southwark Youth Deal" as a delivery theme.

Southwark Youth New Deal

10. The Youth New Deal, launched in Spring 2021, sought to demonstrate the commitments made by the council has made to support young people to get on in life. A collaborative approach across the council supported delivery of the cross-cutting Youth New Deal delivery plan.
11. A key priority of the Youth New Deal plan was 'Pathways into employment and enterprise for young people', with a focus on making information on internships, apprenticeships and job opportunities available locally readily accessible to young people. This workstream underpinned the development of the monthly Youth Opportunities Bulletin and OneHub, the digital information hub, both priorities within the Youth New Deal.
12. The development of the Youth New Deal included:
 - Extensive consultation with young people to help shape provision and practice, and steer effective routes to engagement
 - Design, development and launch of 'One Hub' giving easy access to information on activities for young people;

- the creation of pan-council programme governance, enabling and supporting greater coordination of activities focused on young people;
- consolidation and alignment of funding and delivery to positive outcomes for young people;

13. Through the Southwark Youth New Deal, the council endeavours to ensure all young people have awareness of and access to good quality career opportunities while in education and when entering the labour market.

14. Further commitments include:

- Providing additional engagement and support for young people from low-income families in the most disadvantaged parts of the borough, and other groups who are most at risk of being left behind including young carers and young people in care.
- Creating quality apprenticeships, traineeships, paid internships and work experience opportunities for young people, with the broadest range of opportunities on offer at the borough's largest employers.
- Supporting young entrepreneurs to start their own business through the Southwark Pioneers Fund and other targeted programmes.
- Involving the Southwark Youth Parliament in developing new skills, employment and enterprise support for young people

The offer for young people

15. The services and programmes set out in the following paragraphs illustrate the range of support available to any of Southwark's young people. More targeted services for specific groups of young people with greater support needs are set out later in this report.

Southwark Works Employment Support Service

16. Southwark Works is the council's longstanding employment support programme. It is formed of a network of providers who offer a range of tailored employment support services based on residents' underlying needs. This model aims to ensure that there is expertise available locally to deal with the range of issues that affect residents' ability to gain and sustain employment, whilst also providing a recruitment service for local employers.

17. The primary aim of the Southwark Works service is to support residents who face multiple barriers into meaningful, sustained and good quality employment. Acknowledging that many groups in the borough, including young people, are disproportionately affected by insecure work and poor pay progression, the Southwark Works service also focuses on continuing

to provide support and training to clients who have found work with the aim of helping them to secure higher paid or more secure employment.

18. Employment support across the network of Southwark Works providers is available to young people from age 18.
19. Since the services were last commissioned in 2022, over 200 young people up to the age of 24 have been supported into work through the Southwark Works network.
20. To further improve opportunities for Southwark residents with partner organisations, the council has created a dedicated Employer Engagement and Relationship Management Service as an integral part of the Southwark Works employment support programme.
21. This service builds on the work carried out in 2022 and 2023 by the then Deputy Cabinet Member for Employment via the Southwark Anchor Network to review how more jobs at all levels can be created within Southwark's largest employers. This project piloted successful jobs and careers fairs with NHS and Higher Education partners and developed an integrated approach with Southwark Works, Southwark College and DWP for supporting local residents into opportunities with Guys and St Thomas' NHS Trust.
22. Local jobs are also secured for residents through the council's Section 106 agreements with developers, both during the construction phase and in the end-use of new developments. The council's emerging Social Value Framework will also increase the range of employment and work placement opportunities for residents of Southwark within our larger contractors.

Apprenticeships

23. Southwark is a long-term champion of apprenticeships within our own workforce and for our businesses and residents. The new Social Value Framework will build on our long-term efforts to secure apprenticeships from contract spend. This approach is mirrored in S106 planning agreements, creating opportunities for our residents, including young people, across every major development in the borough. Since 2022, over 150 apprenticeships have been created on Southwark developments under Section 106 obligations.
24. We continue to champion apprenticeships within our own workforce. There have been 18 apprentices join the council on an apprenticeship from April 2024 to date (3 at Level 2, 10 at Level 3, 3 at Level 4 and 2 at Level 7). The Organisational Development Team have been updating and relaunching guidance for managers and working with teams across the council. Another cohort of apprentices, starting in July 2025, aiming to significantly build upon this number within the council, is currently underway.

25. Building a skilled workforce across the economy is crucial to growth so we also support local employers to develop apprenticeships. The Passmore Centre at LSBU, built with a £5m investment from the council, has a remit to engage and support small Southwark employers to take on new apprentices and upskill their staff.
26. This comprehensive local strategy has supported over 1,700 new apprenticeships since 2022. We are continuing to seek out new ways to support our residents and businesses and await detailed announcements from government regarding the Growth and Skills Levy.
27. To help our residents prepare for and secure these opportunities, our investments in Southwark Works and the Southwark Construction Skills Centre, and a strong Southwark Skills Partnership involving local skills providers such as the Green Skills Hub at London Southbank University and employers such as the SC1 Life Sciences district provide clear apprenticeship pathways for local young people into good quality roles in key growth sectors of our local economy.

Southwark Skills Partnership

28. The Southwark Skills Partnership exists to ensure residents of all ages, especially those facing barriers to employment, have access to a first-class skills system here in the borough where they can acquire the skills to pursue their career of choice. The partnership comprises skills providers, employment support services, employers, and related council services. Its chair is the Cabinet Member for Climate Emergency, Jobs & Business.
29. [The partnership's skills delivery plan](#) sets out a programme of activities for improving the local skills system, with a focus on key sectors of our economy as well as essential skills, careers information, advice and guidance and apprenticeships. The central aim of the plan is to provide, and support access to, a range of skills pathways to good jobs locally.
30. For our young residents, the provision of good careers advice in our schools and colleges is vital as this will influence their first steps into the world of work. The partnership is committed to improving access to good careers advice for all residents by developing a more joined-up approach to delivery within our schools and colleges. Work is underway to establish a pan-borough network of careers leads as well as to improve the availability of careers information and resources across key council platforms, with a focus on young residents at greatest risk of becoming NEET.
31. The partnership also takes a sector-focused approach to opening up access to skills and careers pathways for Southwark's young people. All projects have a strong focus on widening participation by directly

addressing barriers to building and sustaining careers in our growth sectors facing Southwark's young people.

32. Activities include:

- Innovative online work experience for net-zero careers
- Improved careers advice in the health and social care sectors.
- Working with the SC1 Life Science cluster to ensure that by 2030 all school-age residents are educated on and encouraged to explore emerging Life Sciences career pathways.
- Career preparation programmes for the creative and cultural, and digital sectors.
- A recently established Hospitality Skills Hub that will work closely with our schools and colleges to encourage and support young residents to pursue a hospitality career.

Education Business Alliance

33. The Education Business Alliance (EBA) bring schools and businesses together through engaging projects, preparing young people for the world of work.

34. The EBA work closely with schools to deliver work related learning activities and skill developing projects, and in partnership with a variety of businesses across a diverse range of industries to provide young people with a realistic picture of the job market, understanding of employers' requirements and authentic experience of the working culture. It also provides an opportunity for employees to give back to their community through volunteering and provides training and organises DBS checks for all business clients interested in volunteering.

35. The EBA coordinate and manage 1500 student work experience placements, host an annual careers fair reaching 200 students with 10 employers. 60 students participate in the Young Enterprise Project, 46 students have MFL mentors in secondary schools, 50 students engage with employers virtually, and every year 16 visits are arranged for secondary school students to visit businesses offices, allowing the young people to gain an insight into a real live place of work.

School Leaver Internships

36. The Southwark Council Delivery Plan 2022-26 contains a commitment to *create 250 paid internships for young people from disadvantaged backgrounds*. Young people (aged 16-24) who meet (a) and any one of (b), (c), (d) or (e) are eligible.

- a) Educated at state school; and,
- b) looked after by the local authority;
- c) first in family to attend university in the UK;
- d) eligible for free school meals;
- e) having disabilities and/or special educational needs.

37. Paid internships can be a great way for young people to gain skills and relevant work experience whilst receiving appropriate remuneration. By supporting young people from less advantaged backgrounds into high quality paid internships, the council is seeking to help address some of the inequalities that still exist with unpaid or low paid internships, which continue to act as a barrier to those who are less well off, and improve the social mobility for those who may not have the family or social networks to help them to get a 'foot on the ladder' with good employers.
38. Through a commissioned provider - [Career Ready](#) (a social mobility charity) - the schools scheme supports sixth formers from less advantaged backgrounds to access:
 - Masterclasses and workshops
 - A 1:1 mentor to guide them – once a month for 1 year
 - Workplace visits to see and feel the professional world
 - Paid internships – four weeks+
 - Access to opportunities and networks through alumni scheme – for life
39. All of these activities are designed to help young people prepare for the world of work, but the month-long paid internships are transformational to a young person's life, giving them the opportunity to develop vital career skills and experience. Currently, the school scheme operates in St Thomas the Apostle school and the City of London Academy Southwark with ambition to expand into other Southwark schools.
40. The schools scheme is complemented by a similar, separately delivered university scheme for Southwark young people entering their final year of university. Since their launch in 2022, 95 young people have accessed internships through the schools scheme and 85 have benefitted from the university scheme.
41. The council, through the Organisational Development team, also offers internships to Southwark young people. The council's internships programme was relaunched in winter of 2024 with 4 successful intern placements starting between March and May 2025. The summer internship cohort launch is currently underway, aiming to create up to 15 new 8-week placements in council services running from July to September 2025.
42. In addition, the council is developing work experience guidance to enable more young people to gain exposure to the council as a work place. This has been developed in line with best practice from other organisations and is currently in circulation internally for comments with a launch planned for later this year.

OneHub

43. A key objective of the Youth New Deal has been to make it easier for Southwark's young people to access the wide range of opportunities

available to them to develop their skills and employability, and explore suitable jobs and apprenticeships. Reaching young people effectively and maintaining awareness of information sources is an ongoing task, focused in recent years on the OneHub website and a monthly Youth Opportunities e-bulletin.

44. Launched in 2022, the OneHub is a digital hub for young people and families to help navigate the activities and youth services available in their local area. Jobs training and careers opportunities are kept regularly updated at [Jobs, training and career opportunities | OneHub Southwark](#).
45. The OneHub aims to provide an alternative communication channel other than the council's webpages and newsletters. The platform allows external organisation and those aiming to work with Southwark's young people to list their opportunities through a simple request form which increases and diversifies the local offering to young people.
46. The OneHub is currently going through a re-design. Various key stakeholders across the council are working together to ensure the OneHub is interactive, engaging and remains a hub for information sharing. This will include working with young people through the Youth Parliament and additional focus groups to make sure any changes made are reflective to the needs of the user group.

Southwark Youth Opportunities Bulletin

47. The Youth Opportunities Bulletin is a monthly e-bulletin sharing information on a wide range of employment, work experience and training opportunities with young people, living in Southwark aged 16 to 25. The bulletin is mailed out to subscribers registered via the council's website.
48. The Youth Opportunities Bulletin complements the OneHub platform and directs young people to opportunities posted there.
49. The Youth Opportunities Bulletin currently has 5,410 subscribers which has seen a steady increase over recent years. It has an open rate of around 35% indicating a monthly reach of slightly under 2,000 young people.

Targeted services

Southwark Local Offer and Southwark Information, Advice and Support Service for young people with SEND

50. The Local Offer provides information about supported employment services, apprenticeships, traineeships, supported internships, training and employment opportunities available to young people with SEND in the local area. <https://localoffer.southwark.gov.uk/youth-offer/employment>

51. The SIAS (Southwark Information, Advice and Support) service provides support to young people with SEND including advice and guidance related to further education, training and career options. <https://localoffer.southwark.gov.uk/sias/>
52. An independent 'User-Centred Research to Improve the Local Offer' has been commissioned including group interviews and user testing with parent and practitioners user testing. The council is now considering the report's recommendation to improve the Local Offer website including making it easier to navigate for users to find the information that they need.
53. Career guidance is currently provided by education providers directly for SEND Young People. Many of the specialist providers in the local area and settings young people may attend outside of Southwark provide specialist career guidance which supports young people, and their families think about their next steps.
54. In addition the council, in partnership with secondary schools, is offering targeted training and series of events to work with their career leads, Special Educational Needs Coordinators and Teaching and Learning Assistants in schools to support their understanding and knowledge about what is available for young people with SEND, who may not be taking a traditional academic route. This will inform a new programme to increase the number of supported internships funded through a grant from the Department for Education.

Support for Vulnerable Young People (including care leavers and those with SEND (special educational needs and disabilities))

55. The Southwark Works programme also includes specific support targeting young people from age 16 who are considered vulnerable or have multiple barriers to employment.
56. There are three contracts delivered by specialist providers St Giles Trust and Twin International supporting young people with:
 - Learning difficulties
 - Involvement with the criminal justice system
 - Who are not in education, training or employment (NEET)
57. These contracts seek to help increase vulnerable young people's employability; help them understand career pathways, pursue their interests and aspirations, build skills and confidence and support the transition between education and employment.
58. The providers delivering these contract for the council have experience or qualifications related to working with young people who have been in council care, have been supported by Youth Offending Services and have Special Educational Needs and Disabilities (SEND).

Connect to Work

59. Connect to Work is a new £8m programme to be delivered by the council over the next five years. Funded by DWP, it is one of the first new national programmes to be implemented following the Get Britain Working white paper.
60. The programme will be delivered from October 2025 through a new in-house team, supported by specialist commissioned delivery providers.
61. While not exclusively targeted at young people, Connect to Work employment specialists will add greater capacity to the existing Southwark Works provision for young people facing some of the most significant barriers to securing meaningful long-term employment. Eligible groups for support will include:
 - Young people with long term physical or mental health conditions and disabilities.
 - Care leavers
 - Young people with SEND
 - Young people involved or at risk of being involved in serious violence

Care Leavers Employment Support

62. As at 1 March 2025 104 care leavers aged 19-21 are not in education, employment or training and a further 50 young people aged 22-25 are receiving continuing support from the corporate parenting team and are also not in education, employment training.
63. There are currently 279 children in care or care leavers who are 16 or 17 years old being supported towards transition into adulthood, 32 of whom are also currently not in education, employment or training.
64. Over the last year, employability support initiatives for care leavers have been trialled in areas across the council. Through this our young people have shown the ambition, the drive and the change they want to see. The recent work has included:
 - Care Leavers Apprenticeship Events bringing teams from across the council together to meet with and support young people who are interested in apprenticeships
 - Pilot care leaver work experience with placements delivered in a range of teams across council departments
 - Careers and wellbeing events hosted in our Young Peoples Hub, Talfourd Place, with a range of council teams and partner organisations delivering 'speed dating' and stalls for young people in the building, for young people to learn about new opportunities and career paths.

- Interacting events bringing groups of care experienced young people into council teams and services to spend a day with staff and managers, hear about the work they do and learn about different job roles
- Growing talent events group visits to partnership organisations to promote careers in other industries, including construction, finance and the civil service

65. From the experience of pilot activities, engaging with our young people, and researching best practice in supporting disadvantaged young people, an employability pathway is in development, outlining the following activities.

- Skills workshops, engagement showcases, shadowing and career conversations – engaging group sessions delivered by Southwark Council staff focusing on upskilling young people in both life and work-related skills and showcasing the breadth of work of different teams. Career conversations would focus on one-to-one discussions exploring career pathways and opportunities. Shadowing and bite-sized work opportunities would offer young people the chance to get a taste of different types of work in a flexible way.
- Work experience – short unpaid work placements in a particular service at Southwark Council to gain an insight into the working world and key employability skills. This would be suitable for young people who have no work experience and flexible to meet the needs of the young person and fit around their other commitments, for example two days per week for three weeks.
- Internships – up to 12-week paid placements in a particular service at Southwark Council.
- Apprenticeships – full-time, paid roles at Southwark Council working towards a qualification.
- Entry-level positions – full-time, junior roles at Southwark Council.

66. In late 2024 the Government announced a devolved funded programme called the Youth Guarantee Trailblazer. Southwark is working with Central London Forward and other central London boroughs to develop pilot activity under the Trailblazer to improve employability for care leavers, within the council and across other local employers.

APPENDICES

No.	Title
N/A	N/A

AUDIT TRAIL

Lead Officer	Danny Edward, Assistant Director of Economy	
Report Author	Nick Wolff, Employment and Skills Manager	
Version	Final	
Dated	28 March 2025	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team / Scrutiny Team	28 March 2025	



REPORT 2023-24

EAST STREET COMMUNITY CIC

28/03/2025 Version 1



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Agenda Item 6

PROGRESS OVERVIEW

We received funding from the **Thriving High Streets Fund** to deliver the below between Nov 2023 and Jan 2025

1. Initial trader engagement and research
2. Mystery shopping and safety survey
3. Capacity building and upskilling
4. Market branding guideline
5. 'Cleaner, Greener and Safer' match-funding: Proof of concept solar panels
6. Market charter being devised
7. Market newsletter
8. Community Impact Coordinator - Impact Journey
9. Safety guidelines after stabbing
10. Website for traders

1. TRADER ENGAGEMENT AND RESEARCH

Research:

- Understanding trader needs through stories and conversations
- Recording footfall, which has not been done before
- Demographics (gender and basic ethnicities)
- A '**Community Impact Coordinator**' was hired to conduct this work

Outcomes:

- 76% of footfall from black and Asian backgrounds
- Largest proportion of these are black female visitors (31.5%)
- The key areas of concern include parking, pitch fees, advertising, market management, facilities, and community engagement.





/TRADER'S VIEW

Parking:	Several traders emphasised the importance of providing free parking slots to attract more customers, suggesting specific time slots such as 12-2 pm.
Pitch Fees:	Traders highlighted the need for lower or free pitch fees to support new traders and enable them to introduce diverse products. Current traders also emphasised the importance of reduced pitch costs to maintain affordable prices for their products.
Pedestrianisation & Transportation:	Some traders proposed pedestrianising sections of the market and providing designated parking areas for bicycles and scooters. Additionally, the installation of CCTV cameras for enhanced security was suggested.
Market Facilities:	Traders mentioned various improvements to market facilities, including seating areas, uniform gazebos, toilets, and covered areas.
Advertising:	The majority of traders called for increased local and social media advertising to promote the market and attract a larger customer base.
Market Management:	Traders expressed the need for better market management, including transparency in fees and electricity charges, the presence of inspectors to ensure fair practices, and improved behaviour among traders.
Support for New Traders:	Many traders highlighted the importance of supporting new traders by offering free pitches for an initial period and providing security measures, such as benches and increased market security.
Community Engagement:	Traders emphasised the importance of community events, social spots, and storage facilities within the market to enhance community engagement and provide additional value to customers.



/CUSTOMER VIEWS

Variety and Quality:

Customers expressed the desire for a greater variety of stalls, including better quality fruits and vegetables

Advertising:

Advertising needed to increase awareness of available products and attract a wider customer base

Parking and Storage:

Adequate parking spaces and storage facilities were highlighted as essential requirements for customers visiting the market.

Facilities:

Customers emphasised the need for facilities such as seating areas, toilets, and Wi-Fi access to enhance their shopping experience

Health and safety

Concerns about waste management and poor condition of street

2. MYSTERY SHOPPING AND HEALTH AND SAFETY SURVEY

- A separate report was commissioned and carried out in Dec 2023 (available on request)
- The following concerns were raised, in summary:
 - Some stalls only accepted cash, and traders were not approachable to answer questions about their products
 - Use of unmarked plastic bags raises concerns about poor hygiene practices, including not labelling allergy information
 - Stalls encroached on the pavement, creating safety hazards, and similarly, the street and paving had poor demarcation which created trip hazards
 - Poor waste management facilities create further trip hazards and lead to potential customers being exposed to food waste
 - Vegetables and fruit were found to be past their sell-by date

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3. CAPACITY BUILDING AND UPSKILLING

Business development

- How to determine price points
- How to attract customers
- Product quality and development
- Marketing approaches

Operational considerations

- Connecting shop owners with market traders, to foster collaboration
- Customer Service Training
- Health and Safety Training

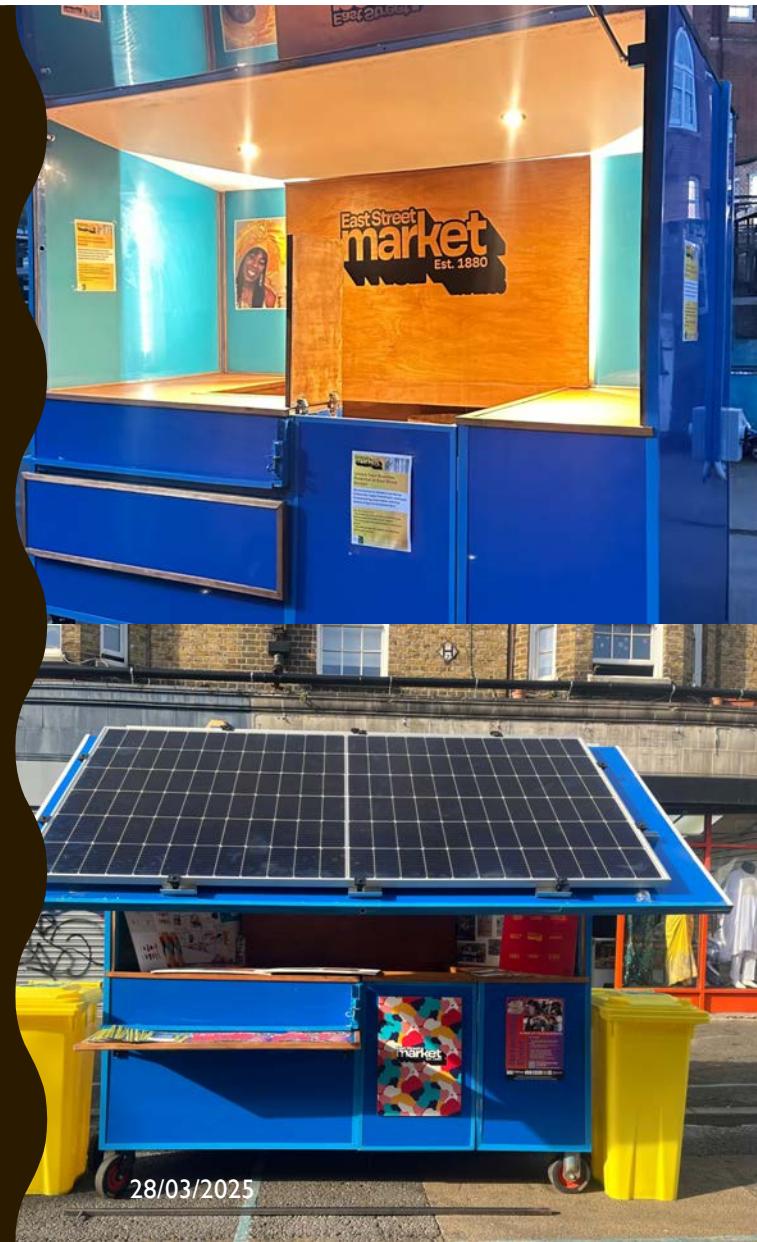


4. MARKET BRANDING GUIDELINE

IVY Studios, a Walworth-based graphic design studio produced a 37-page brand guideline

- Bold logo design
- Standardised branding of gazebos with the new logo
- Accessories like tote bags and stickers
- A colour scheme for murals and public space design
- Reference to local heritage and famous persons of Walworth
- Community consultation informed the design from the start

28/03/2025



5. PROOF OF CONCEPT FOR SOLAR PANEL BARROW

As part of match-funding from **'Cleaner, Greener and Safer Fund'**:

- We completed the construction of the barrow with commissioned branding to showcase what is possible for other stalls on the market
- Solar panels can in future power lighting in East Street:
 - Lighting enables trading to take place in a more secure environment
 - Panels powers any electrical equipment traders need, including refrigeration
 - This reduces wastage, and keeps food quality high and food prices low
 - Any excess power can feed into the electrical grid, to benefit the community
- The barrow has been the center-piece of events created by East Street CIC (music, food and craft market)

6. MARKET CHARTER

Joining up trading standards

Available in English, Kurdish, Farsi and Spanish

- **Stall Allocation:** Traders must use the assigned stall locations to make it easy for you to find them.
- **Trading Hours:** Traders will be available during the specified trading hours, so you can shop with confidence.
- **Compliance with Laws and Regulations:** Traders follow local laws and regulations, and you can trust that they have the necessary licenses on display.
- **Display and Sales:** Products are safe and fairly priced, and you can expect excellent service from the traders.
- **Cleanliness:** Traders keep their stalls and surroundings clean, so you can enjoy a pleasant shopping environment.
- **Compliance with Organisers' Instructions:** Traders follow the market organisers' direction to enhance everyone's shopping experience.
- **Conduct:** Traders treat customers with professionalism and respect, ensuring you have a positive interaction.
- **Cancellation Policy:** Traders give notice if they need to cancel, so you can anticipate who will be at the market.
- **Insurance:** Traders are responsible and have insurance coverage for your added peace of mind.
- **Additional Requirements for Food Traders:** Food traders also display food hygiene certificates to assure you of their commitment to food safety. We believe in providing a positive and safe market environment for all our customers.

7. MARKET NEWSLETTER

- In collaboration with **Southwark Association of Street Traders and Shop Owners (SASTSO)**.
- Circulated by email with additional hard copies circulated
 - One place to communicate market news, opportunities and events
 - Introduce changes to market rules and operational information
 - Introduce members through 'trader's spotlight' and introduction to board members



8. COMMUNITY IMPACT COORDINATOR: IMPACT JOURNEY



/CHANGES TRADERS IMPLEMENTED

Traders who participated made small but meaningful changes, including:

- **Better signage and pricing:** Clearer signs and more visible pricing helped attract more customers.
- **Improved product displays:** Traders rearranged their goods to make their stalls more appealing.
- **Promoting through the East Street Market Newsletter:** Many began using the newsletter to promote their businesses, reaching new audiences.

11 new traders wanting to set up pitches

- These traders hoped to introduce new products to the market
- this would help diversify what was on offer and attract a broader range of customers.
- Interest in a shared platform to advertise products and businesses



/IDEAS FROM SHOPPERS

Surplus Food Bank:

A resident proposed the establishment of a surplus food bank, aiming to reduce food waste while supporting those in need within the community. This initiative would collect unsold food items from market vendors and redistribute them to local charities and low-income residents.

Support for Women:

Recognising the importance of empowering women in the community, residents suggested creating more opportunities specifically for women. Ideas included hosting market stalls where women could showcase and sell their goods, providing them with economic opportunities and a platform for engagement.

Temporary Seating Solutions:

Temporary seating would provide convenience for market-goers without negatively impacting surrounding residents, rather than permanent structures. This would prevent the misuse of benches by individuals, such as alcoholics particularly when the market is closed.

Accessibility Improvements:

Residents stressed the importance of making the market accessible to all, including disabled individuals. They suggested ensuring that all pathways, stalls, and facilities are accessible.

Repair and Mend Stall:

A monthly "Repair and Mend" stall was proposed, where community members could bring items for repair rather than discarding them. This initiative would promote sustainability, reduce waste, and encourage the reuse of everyday items.

Give and Take Market Stall:

Another innovative idea was the introduction of a "Give and Take" market stall, which would allow residents to donate items they no longer need and take something in return. This initiative would foster a sense of community, encourage the sharing of resources, and support a circular economy.

9. SAFETY GUIDELINES AFTER STABBING

- Fatality highlighted the lack of safety protocol and risk assessment. We designed the following
 - Implementation of a safety card (to the right)
 - Put action forward for traders to become first-aiders
 - Purchased: 2 first aid kits, 2 stab bleed kits and 2 defibrillators





10. WEBSITE FOR TRADERS

-  Collection of websites, Instagram accounts and contact details from trader
 - How long have businesses traded at the market
 - Celebration of family-run businesses
 - What were the best stories from the market they could tell
 - What is particular about their products
-  Recording of business information, such as
 - Photographs of traders featuring on the website
-  Aim of the website is to connect traders to new customers and attract them to the market

/OUR OBSTACLES & CHALLENGES

**Council
deliverables not
implemented:**

No provision of Wi-Fi

Lighting provision limited and delayed

Gazebos were not delivered timely

**Market
management:**

The committee has undermined the relationships we built with and amongst traders

Inefficient processes slowed down and prevented progress

Confusion with re-consultation on gazebos not following brand guidelines

**Waste
management:**

Very limited waste facilities provided on the market

Prevents customers from coming to the market, and traders from feeling part of the positive change

**Underused and
dilapidated
buildings**

Oversupply of storage units in Portland Place

Decay attracts fly tipping

+ RECOMMENDATIONS AT GLANCE 'EAST STREET SHOPPING DISTRICT' MASTERPLAN

Wifi and lighting to be fully delivered

- enabled use of card machines
- improve visibility in the winter
- digital shopping channel 'deals of the day'

Ensure traders are using new branded gazebos

- improve visual clarity
- professional look/feel

Pedestrianise East-Street

- uplift the street scape and safety
- add in pedestrian crossings

Nursery Row Park as part of the market

- create a festival space and craft market

Southwark's first solar panel-powered market

- provide electricity to traders

Permanent market barrows

- for use of food provision and more permanence for traders

Recycling strategy

- cardboard compacters at strategic locations
- more food waste bins
- chill boxes for food
- food donation process

Signage and wayfinding – part of branding scope

- murals and signage
- the market as a destination

workspace for young entrepreneurs

- storage converted in workspace for productive use and creation of new products

Shopfronts improvement

- *subject to further consultation

Independent and professional market management put in place

- to improve efficiency and avoid conflict of interest



Portland Street



Graphic with directory
nage wall
ost signage
ture
phics
illards

ioration
Chaplin Tribute



+ COSTINGS

- We recommend that '**Thriving High Street funding**' continues to be allocated to our project, to enable us to conduct feasibility studies for essential capital works. This will pay for consultants, project managers, and market trader representatives' time
- All costings are estimates and feasibility studies need to be carried out before we can finalise costs
- We need your support in funding the capital works outlined with **CIL funding**, which will have a lasting impact 120 traders and 60 shop owners to move from surviving to thriving

Funding already in allocated for:

Wifi	£	40,000	digital inclusion
Gezebos, barrow refurbishment and lighting	£	100,000	public realm spend
street scaping and repairs	£	140,000	highways
Nursery Row park			
Engagement work outlined in the report			Thriving high street, Round 1

Funding required:

Feasibility and strategic work

East Street Shopping district feasibility studies to develop the below CIL-funded items	TBC after council recommendation	Thriving high street, Round 3 for another 3 years
---	----------------------------------	---

Optional capital items

Permanent barrows, 40 barrows at £8000/each	£	320,000	CIL funding
using solar panel charged lights, 100 solar panels on roof with batteries	£	500,000	CIL funding
wayfinding and murals	£	75,000	CIL funding
Recycling strategy and facilities	£	100,000	CIL funding
Young Entrepreneurs hubs in stable yard (Portland Place), 20 units repurposed	£	650,000	CIL funding

+ EAST STREET COMMUNITY CIC

eaststreetcommunity@gmail.com

Project Delivery: We are volunteer-led

Lindon Rankin (Project Director)

Nathalie Noach (Project Coordinator, Engagement and Research)

Nadine Brown-Williams (Project Manager)

Teekall Mair-Macfarlane (IVY Studios, Director and Branding)

Dr Silvie Jacobi (Report and Consultation)

Stephen Norman Young (Photography)

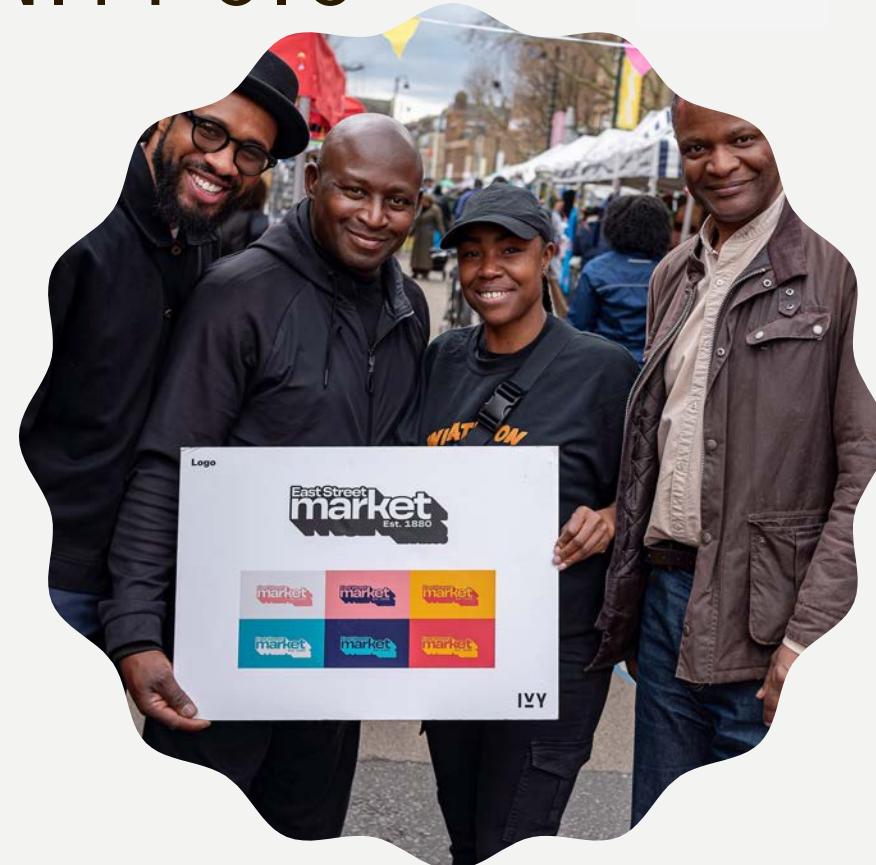
Advisory Board

Nicholas Okwulu (Founder LEX Exchange)

Nicole Belfon (Solicitor)

Hugo Judd (Finance Director)

Southwark Association of Street Traders and Shop Owners will merge with our CIC by end of April 2025





APPENDIX

- Thriving Highstreet Report Round 1 (submitted)
- Thriving Highstreet Report Round 2 (to be submitted)
- Branding Guidelines (IVY Studios)

East Street Market
Graphics & Branding
Develop Stage
25.09.24

IVY

1
Design (Recap)

2
Overview

3
Kit of Parts

4
Map

5
Website

6
Next Steps

DESIGN (Recap)

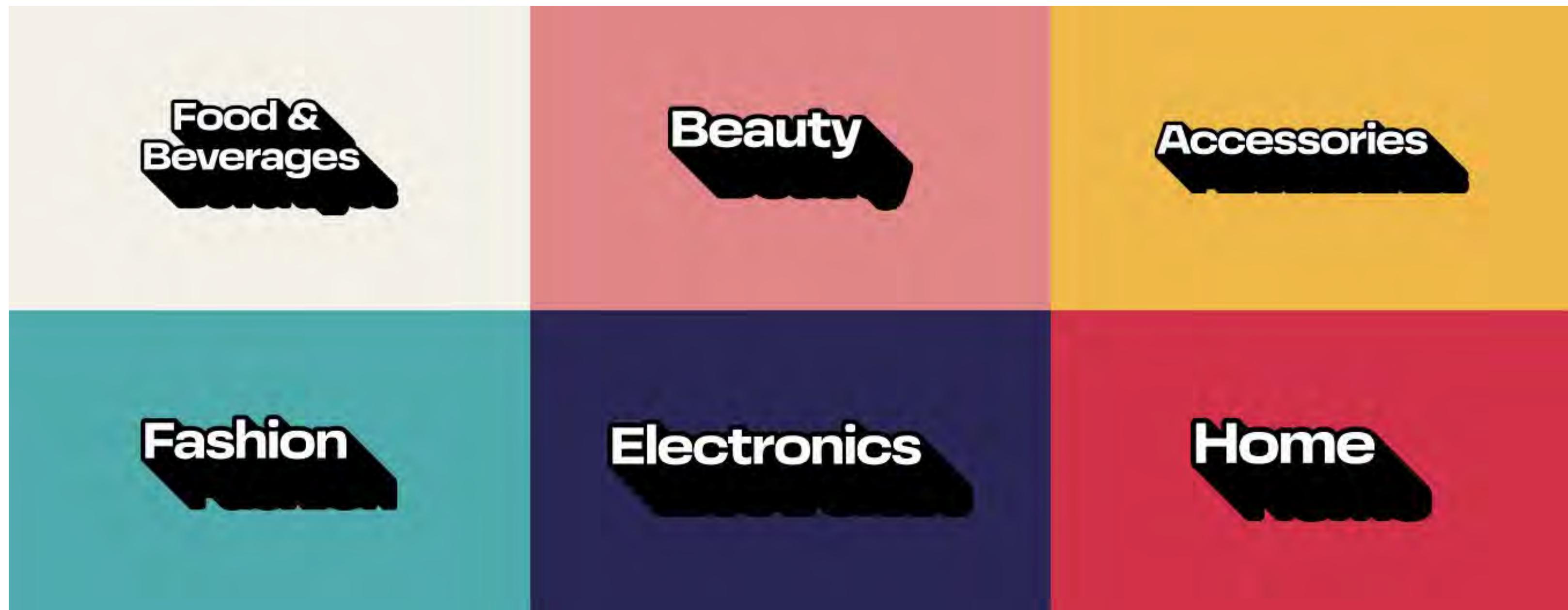
Create a brand concepts to be presented to best represent the approved brand strategy and answer the creative brief.



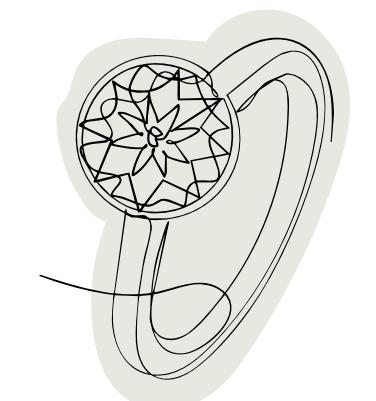
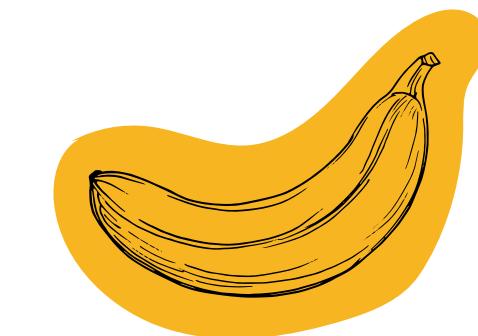
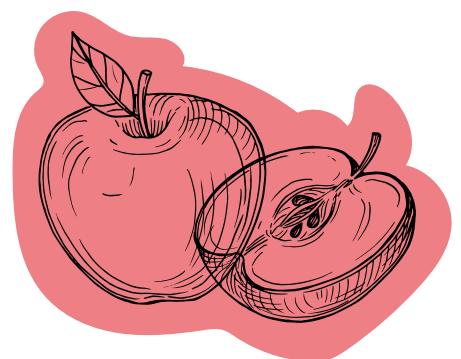
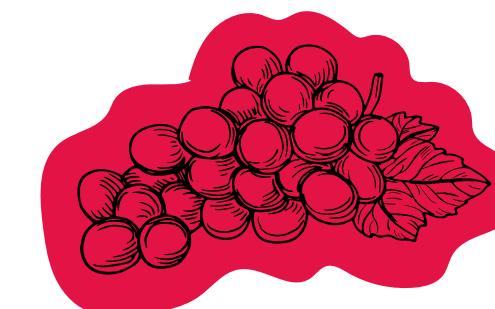
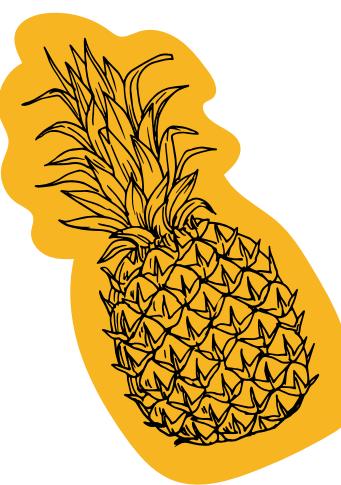
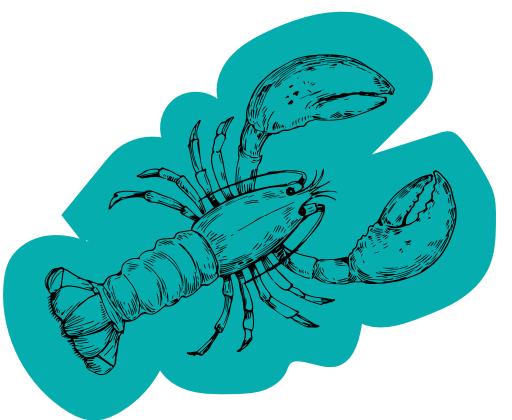
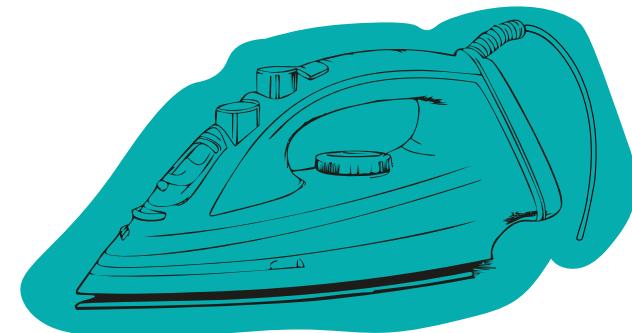
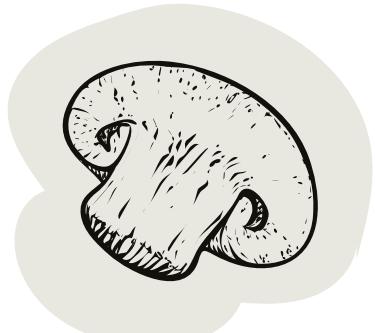
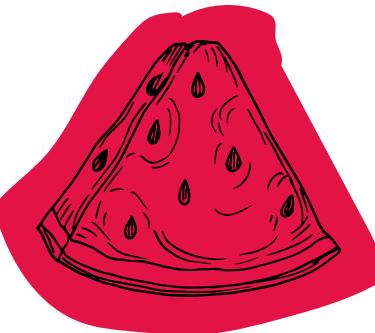


IVY



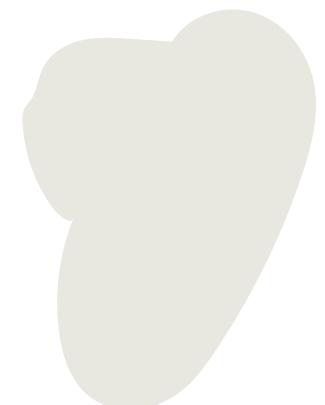
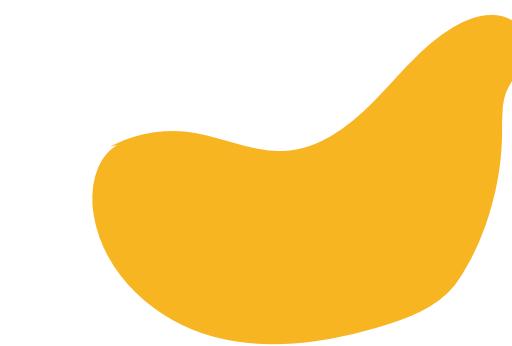
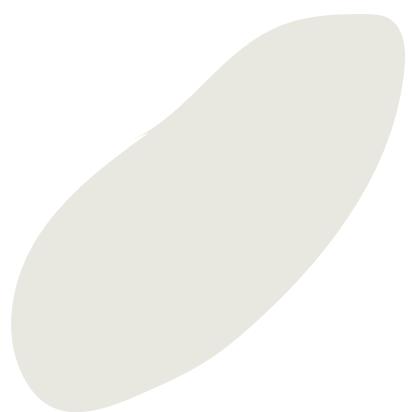
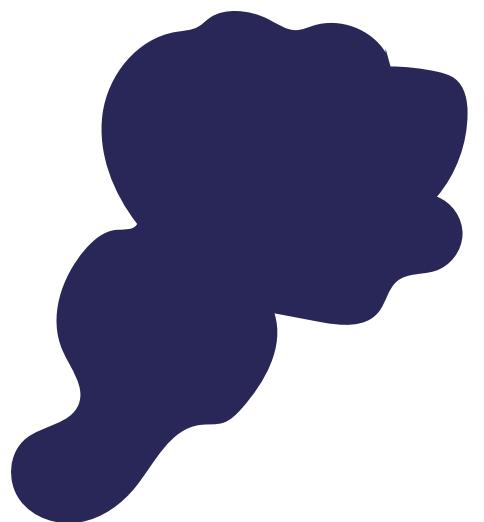
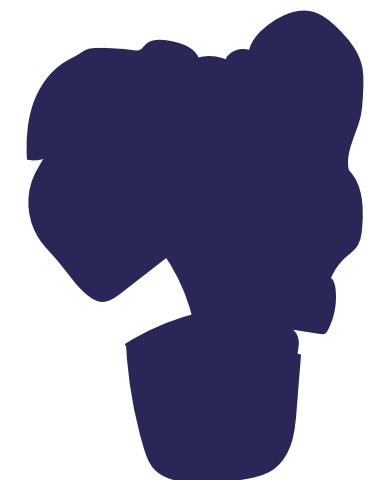
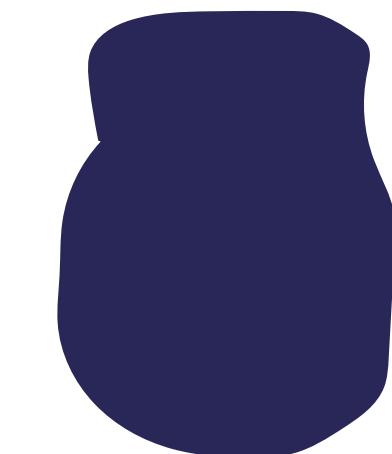
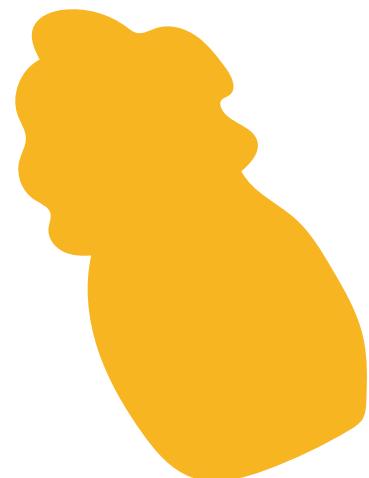
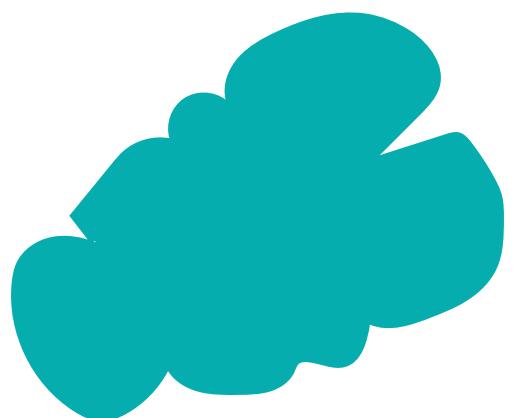
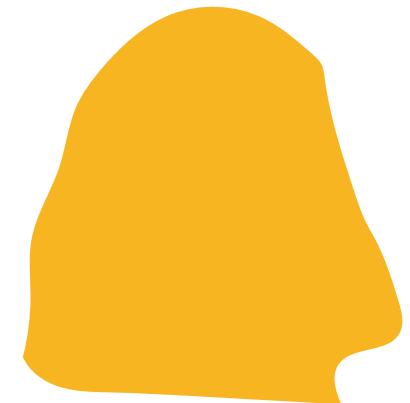
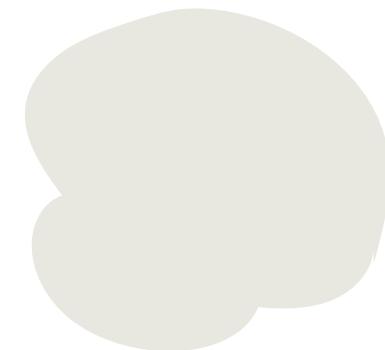
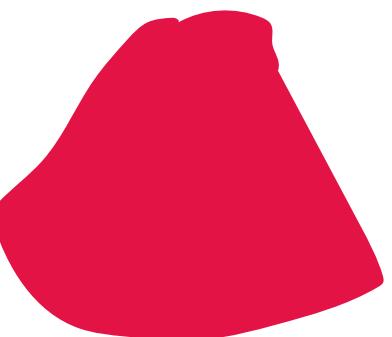
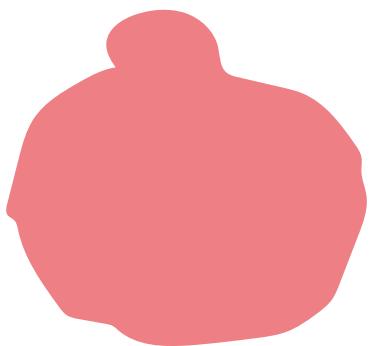


Brand Illustrations



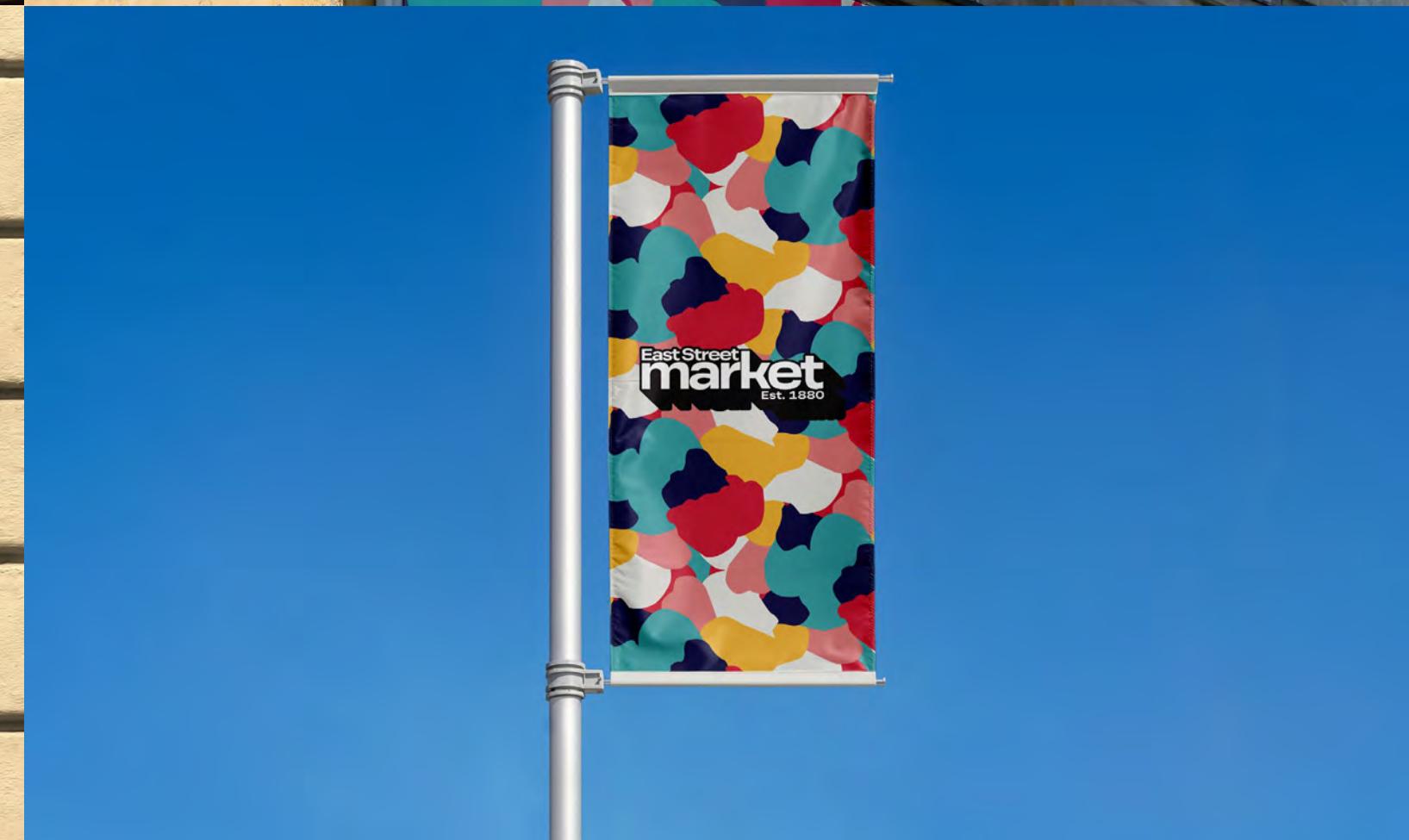
IVY

Brand Silhouettes



IVY





PRESERVING
TRADITIONS,
CELEBRATING
CULTURES

T H E
LANE

CHARLIE
CHAPLIN
G R E W U P O N T H E L A N E

SE17



CULTURE
MARKET
EST 1880

E S T
1880

A HERITAGE
OF DIVERSITY
A FUTURE
OF UNITY

150
YEARS

Market Merch

ESM Fresh Beginnings Brand Personality:

Friendly: Approachable, warm, and engaging interactions with customers.

Reliable: Consistent quality and dependable service.

Vibrant: Energetic, colourful, and lively market ambiance.

Authentic: True to local culture and community heritage.



OVERVIEW

Upon agreement of one creative direction, we develop & expand the design to include a complete representation of the brand to all its assets.



KIT OF PARTS

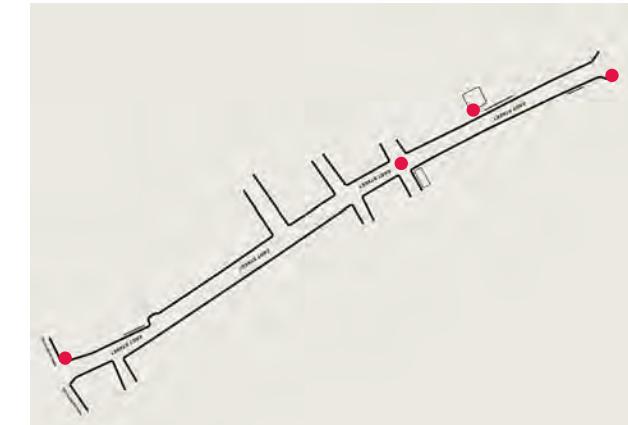
Main Signage



Walworth Road



Portland Street



Key Map



Nursery Row

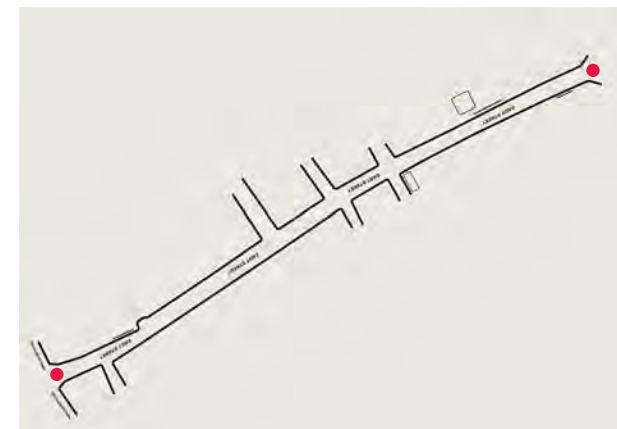


Dawes Street



Old Kent Road

Art Sculpture



Key Map



Option 1 - Big impact, Big object



Option 2 - Everyday objects (from the market)



Option 3 -Abstract shapes

IVY

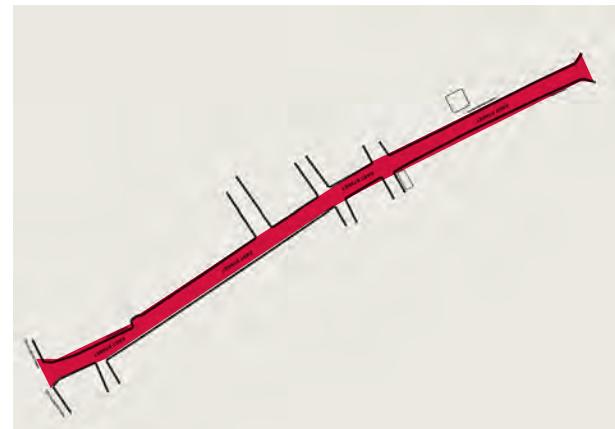
Wall Graphics



Walworth Road



Blackwood street



Key Map

These KoP can be used throughout the market and beyond.



Blackwood street (Behind)



Portland Street

IVY

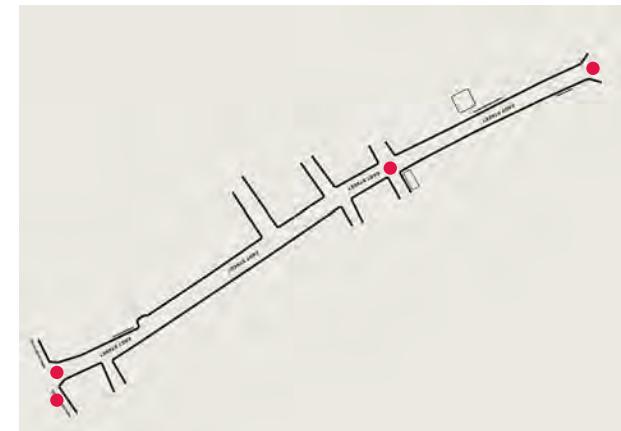
Floor Graphics



Dawes Street



Walworth Road



Key Map

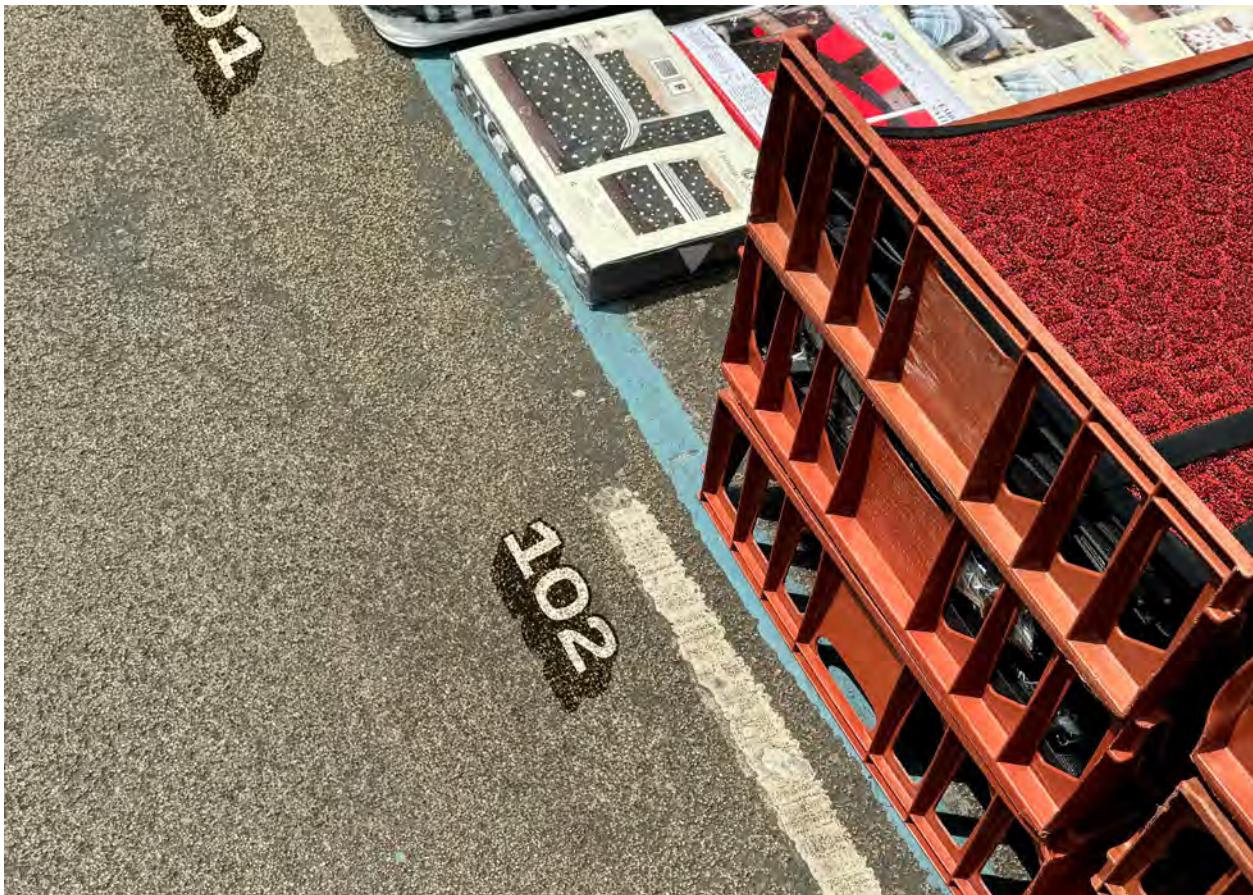


Portland Street



Walworth Road

Floor Graphics



Pitch Numbers



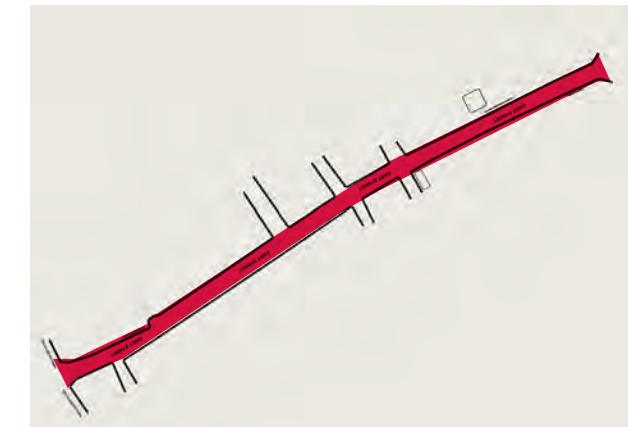
Logo



Culture Stamps



Spray wash stencilling



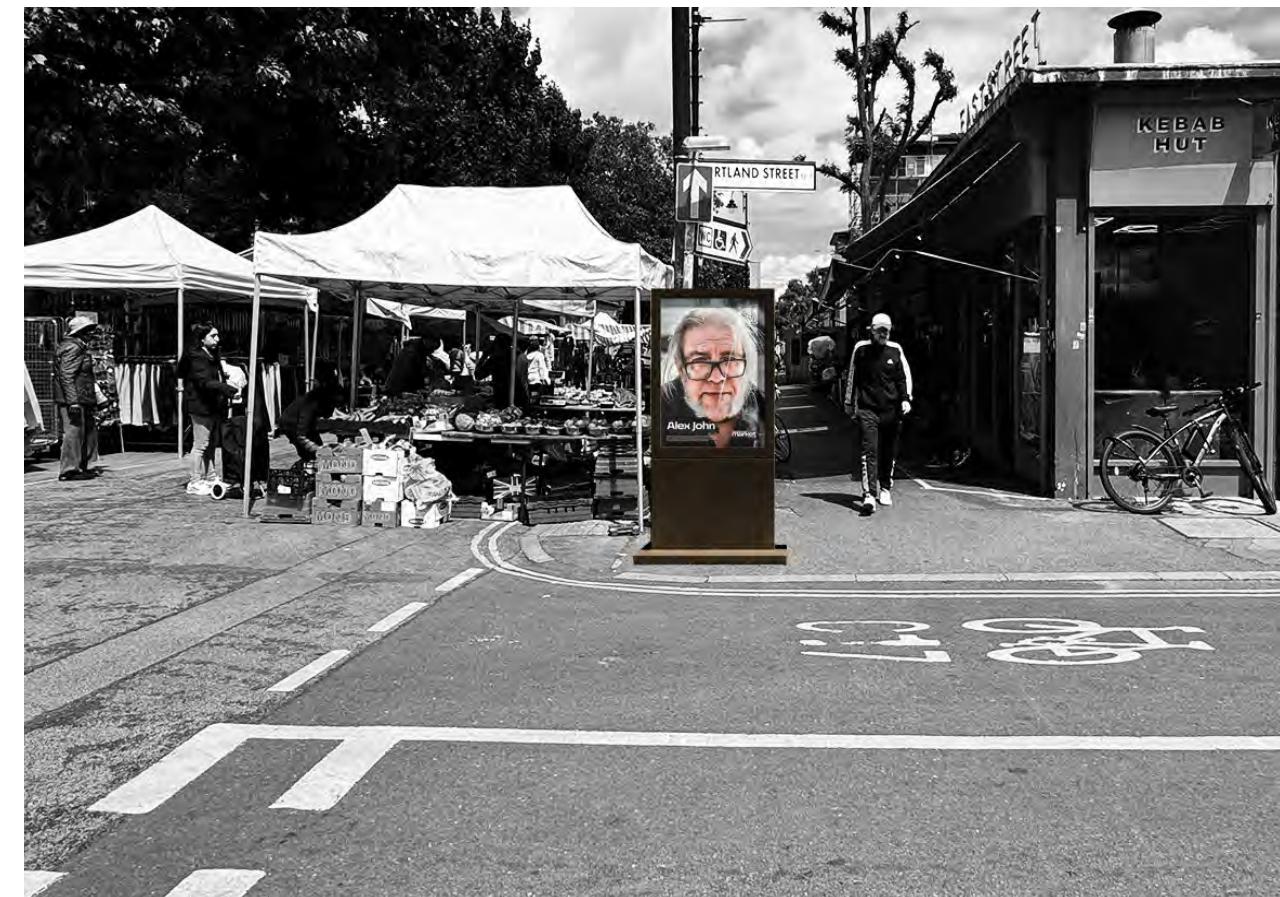
Key Map

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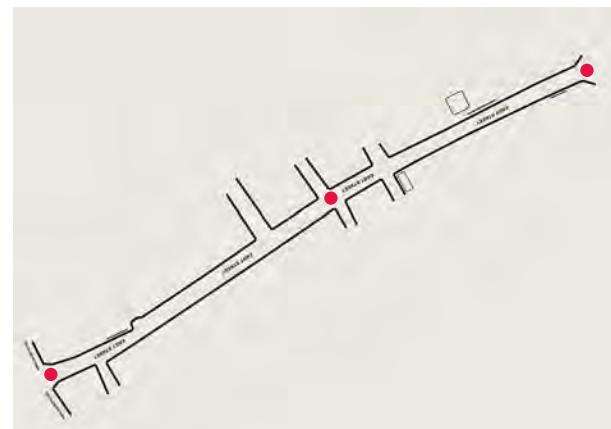
Totems



Walworth Road



Portland Street



Key Map



IVY

Item Graphics



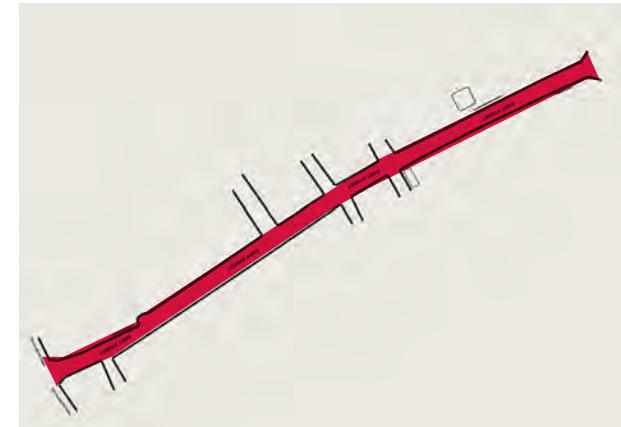
Planter plinths



Electrical boxes

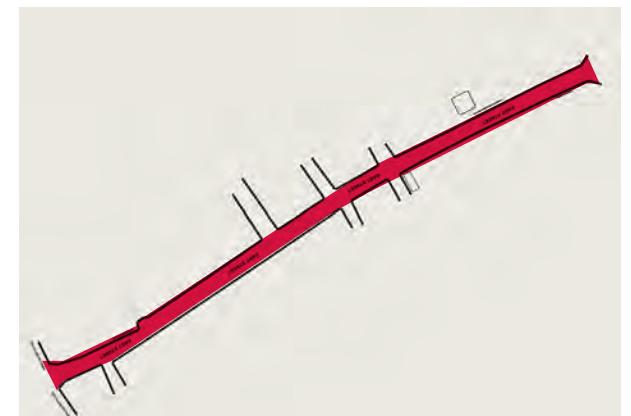


Power Bollards



Key Map
These KoP can be used throughout the market.

Gazebos

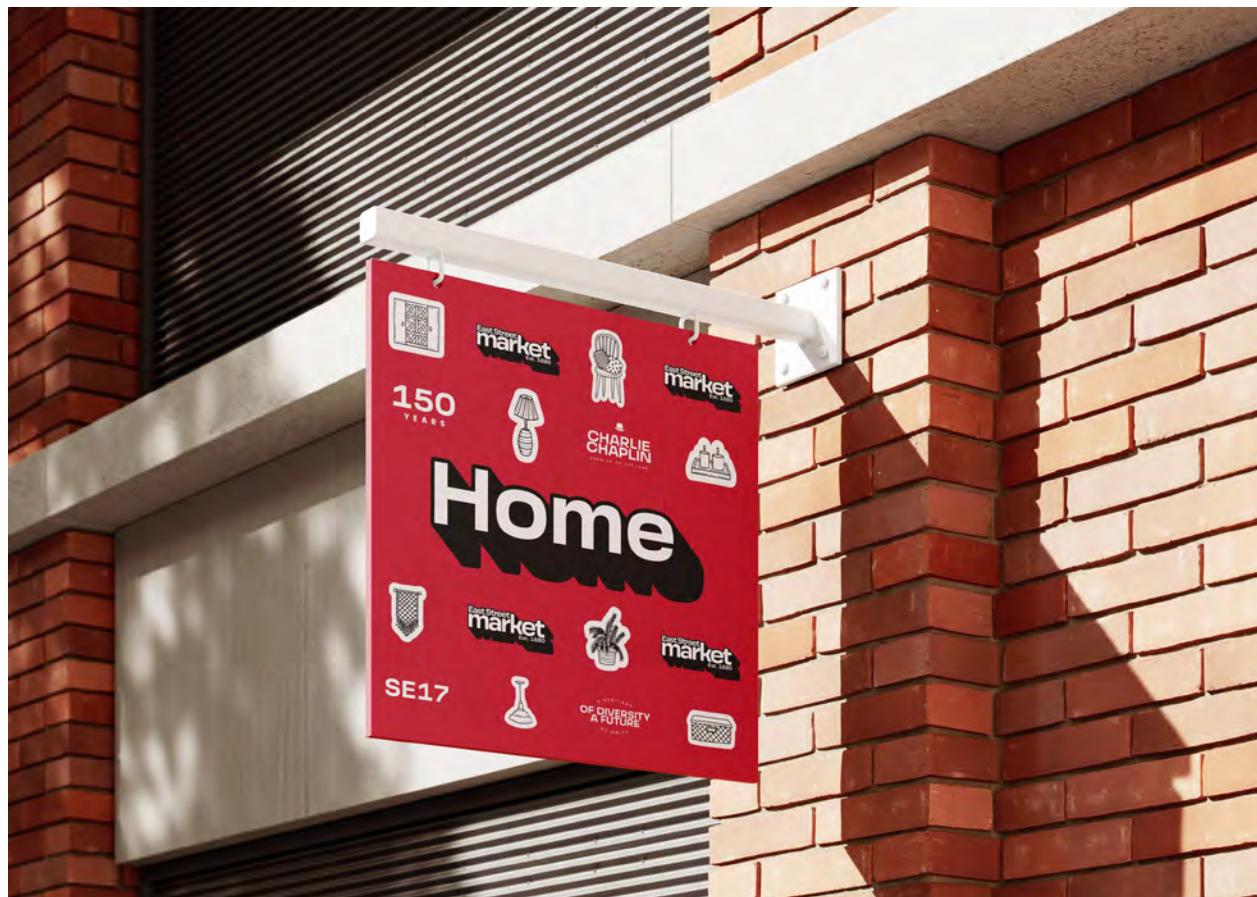


Key Map
These KoP can be used throughout the market.



Blade sign example

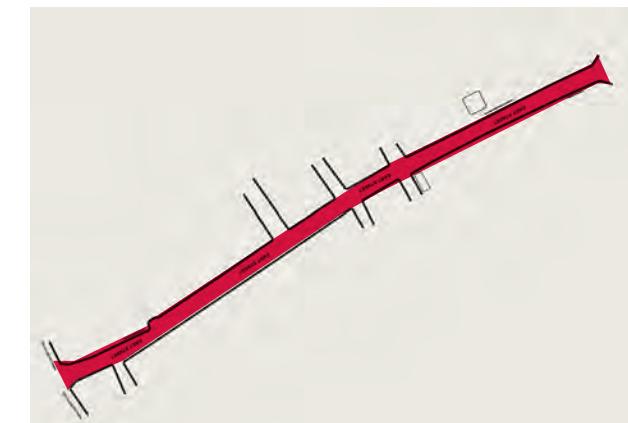
Blade signs



Categories



Business names



Key Map

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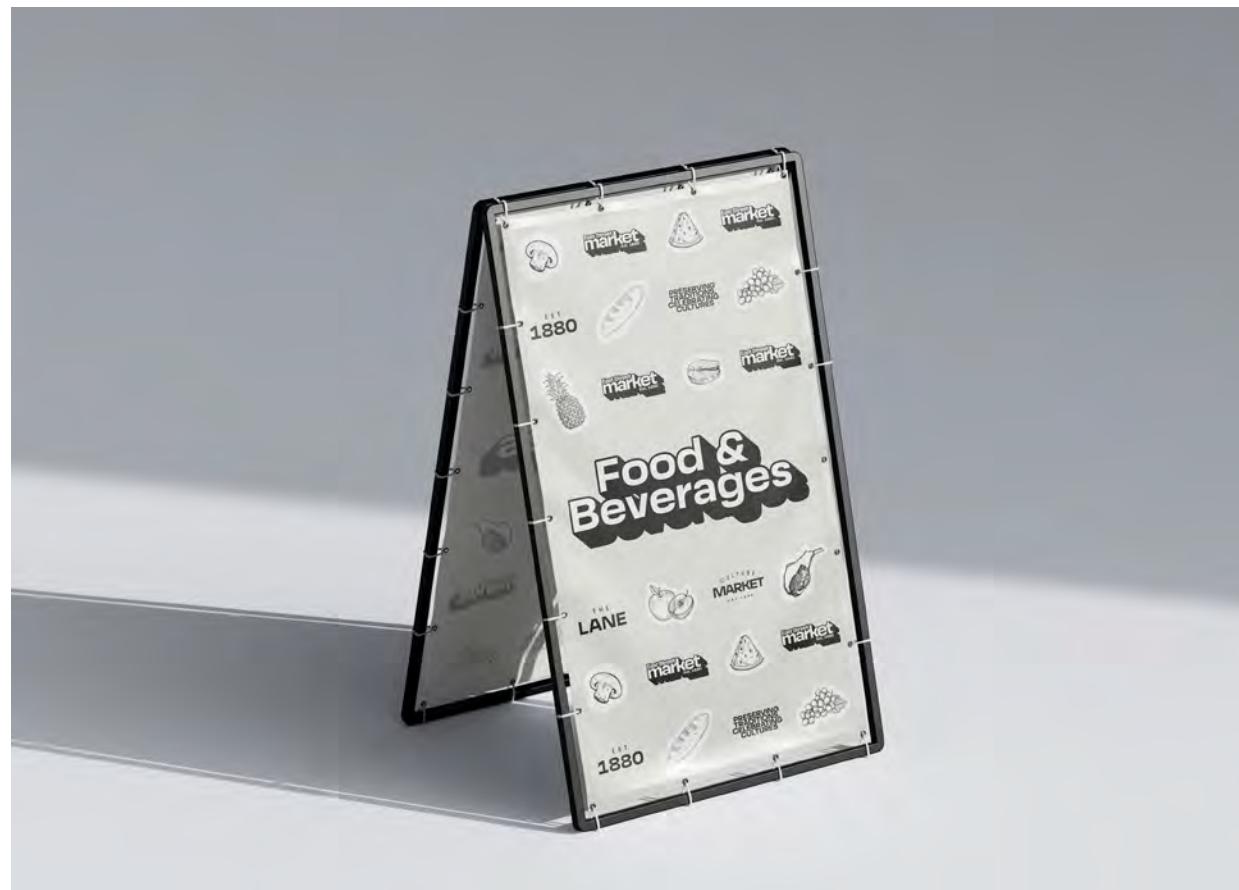


Information



Offer

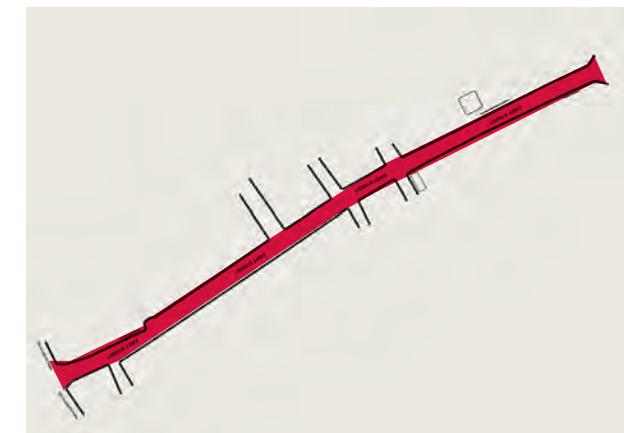
A Boards



Categories



Business names



Key Map
These KoP can be used throughout the market.



Information



Offer

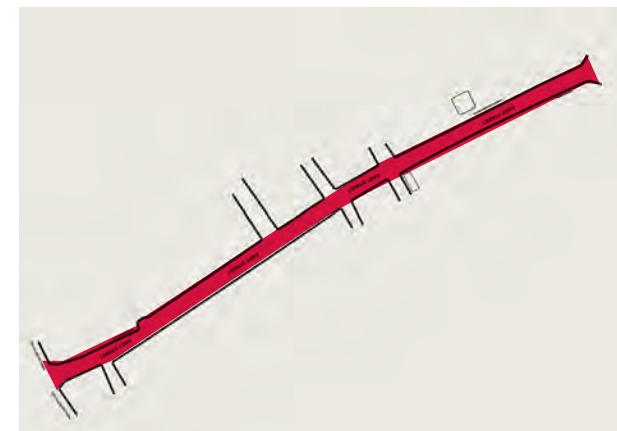
Lamp-post Signage



Culture Stamps

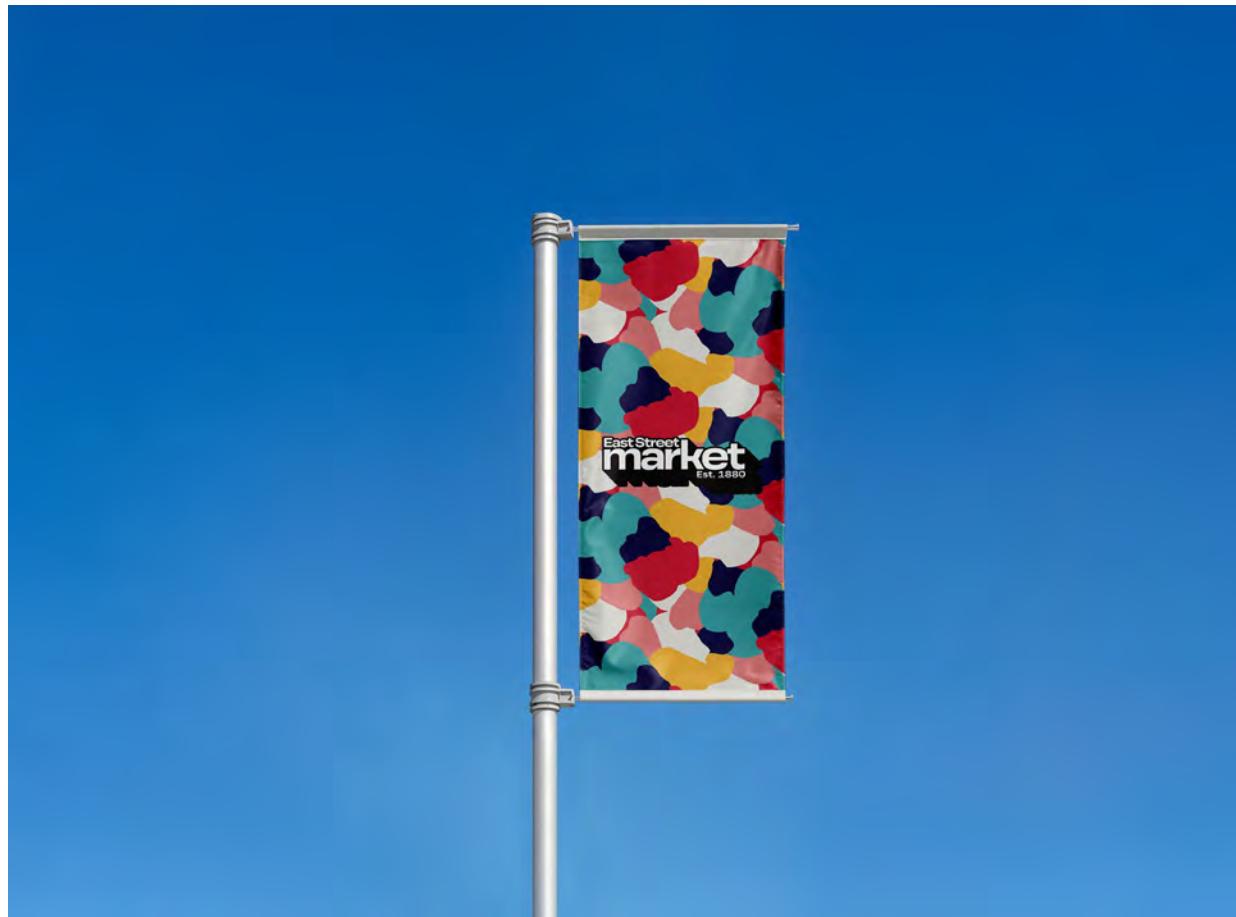


Directions



Key Map

These KoP can be used throughout the market and beyond



Core Branding



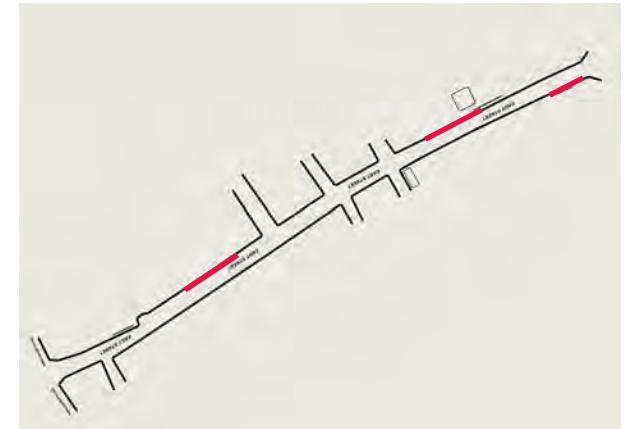
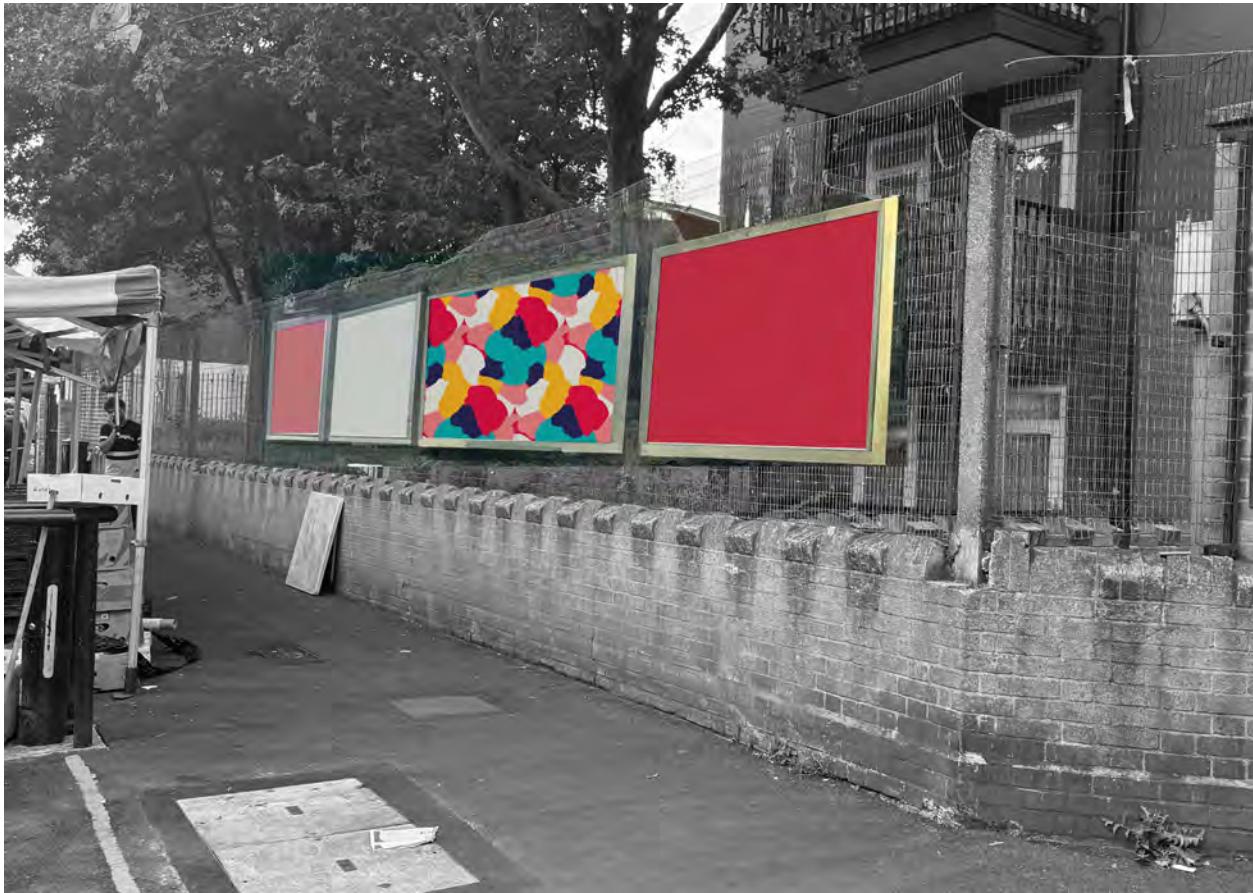
Messaging

INTERACTIVE

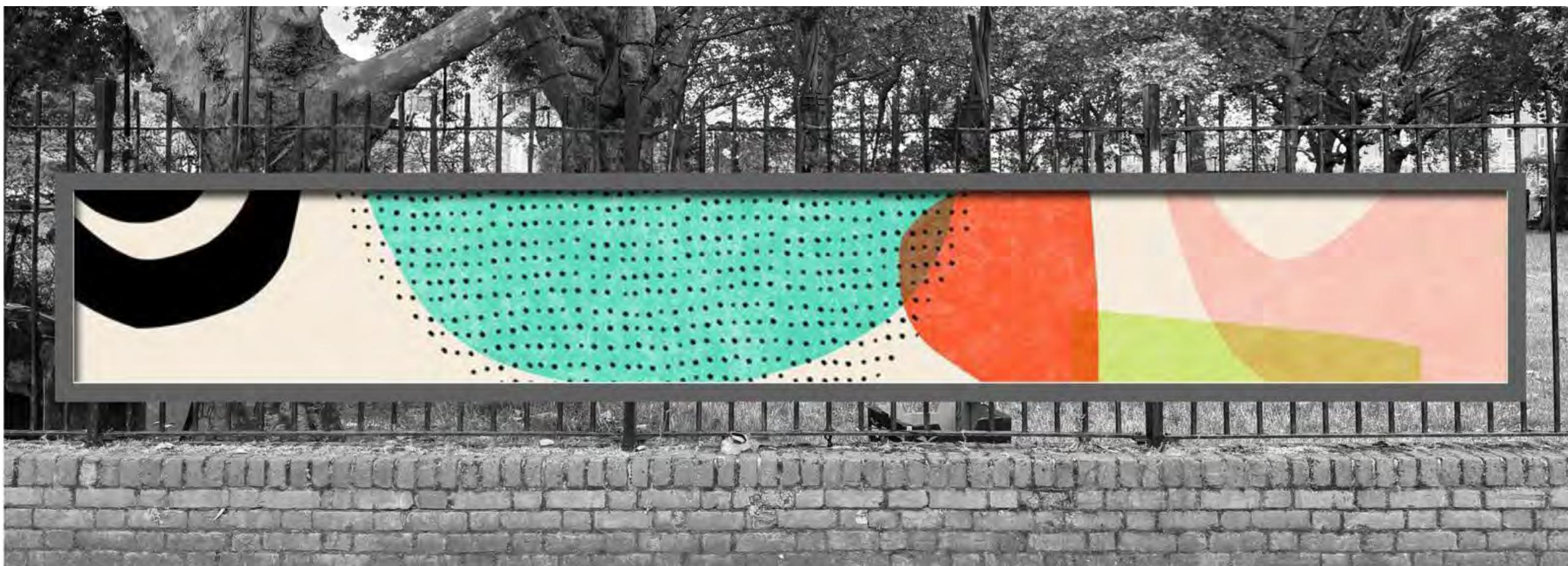
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IVY

Exhibition Panels

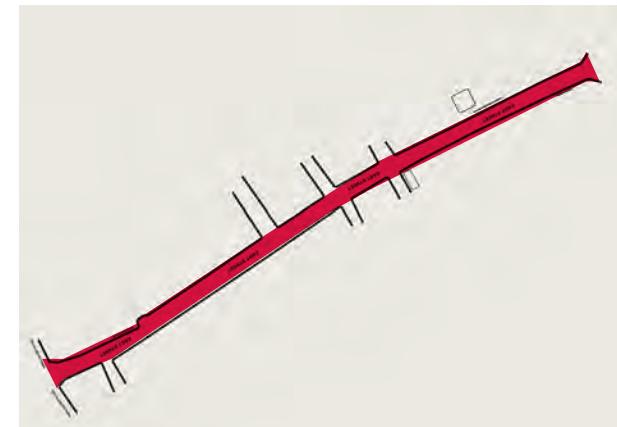


Key Map



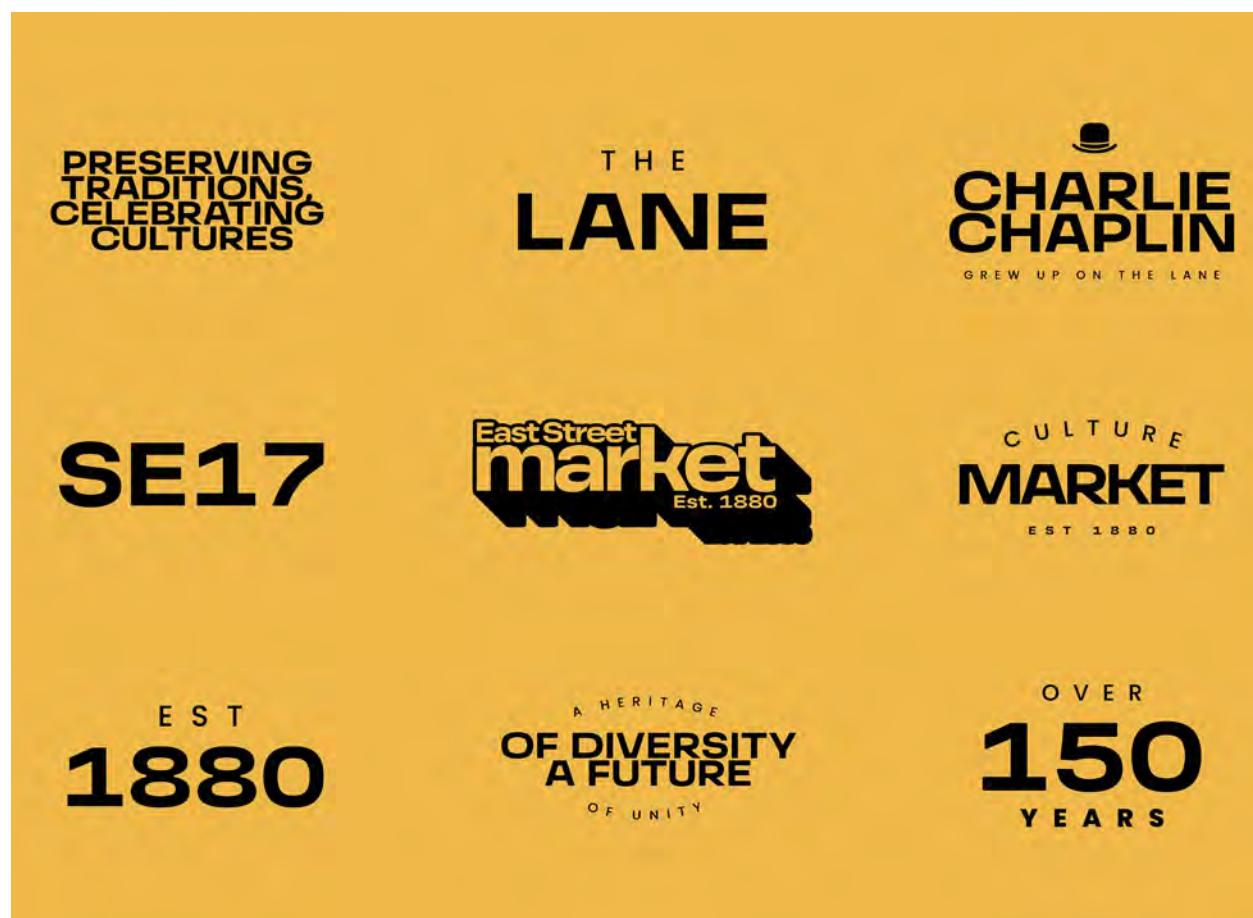
I VY

Culture Stamps Trail



Key Map

These KoP can be used throughout the market and beyond.



IVY

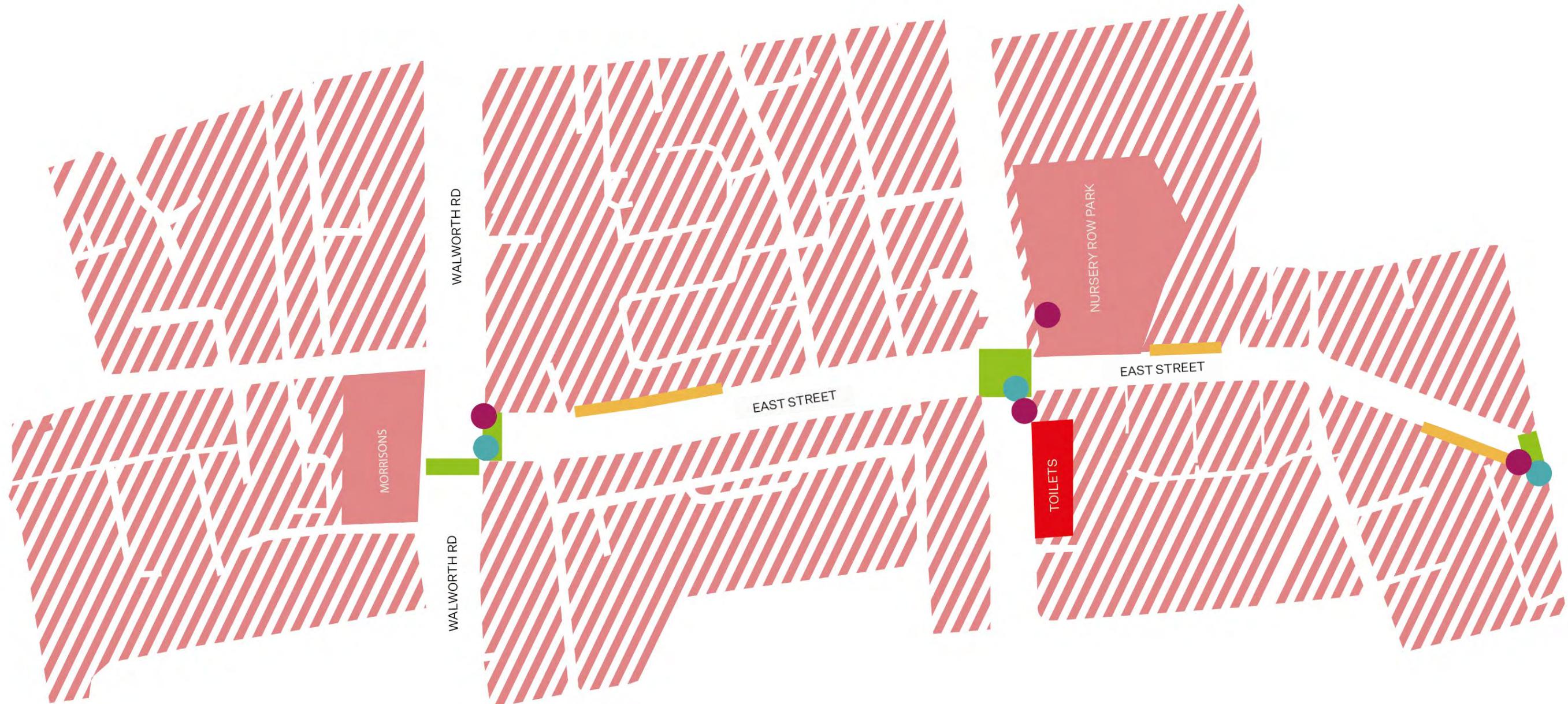
MAP

88

IVY

MAP

- TOTEMS
- EXHIBITION
- TOILETS
- KEY LOCATIONS
- FLOOR GRAPHICS
- MAIN SIGNAGE



WEBSITE

70

IVY

Once all assets have been fully developed, we will create artwork for each item and coordinate with any relevant teams (website team) to ensure delivery.

We will develop a mini guidelines document that captures the brand strategy, brand visual style, and the brand applications that have been developed.

Thank you.

**We look forward to continue
working with you.**

Meeting Name:	Education and Local Economy Scrutiny Commission
Date:	8 April 2025
Report title:	Southwark Safeguarding Children Partnership
Chair:	Cllr Cassandra Brown
Ward(s) or groups affected:	All Wards
Classification:	Open
Reason for lateness (if applicable):	N/A

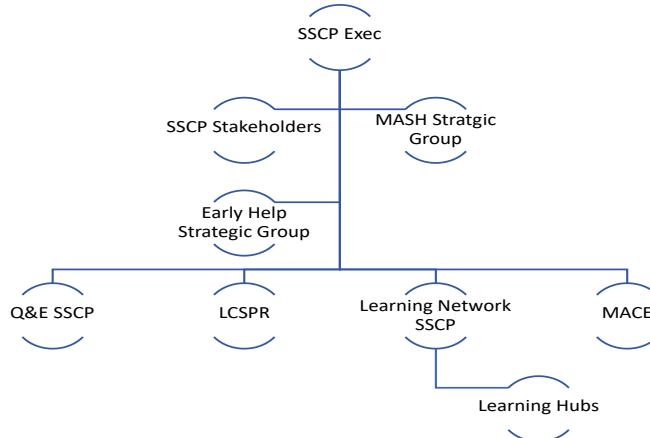
PURPOSE OF REPORT

1. The purpose of this report is to update the committee on the work of the Southwark Safeguarding Children Partnership (SSCP) and share the SSCP Executives' priorities for action for 2025–2026, in response to the updated statutory guidance, [Working Together to Safeguard Children 2023](#), (hereafter called WT2023).

BACKGROUND INFORMATION

2. WT2023, places a requirement on local agencies to work together to safeguard children. It states that, '*Protecting children from abuse, neglect and exploitation requires multi-agency join up and cooperation at all levels. Local organisations and agencies that work with children and families play a significant and often statutory role when it comes to safeguarding children.*'
3. The way in which these organisations and agencies work together is known as multi-agency safeguarding arrangements (MASAs). Robust arrangements help to ensure that information about a child and their family is shared effectively, risk of harm is correctly identified and understood, and that children and families receive targeted services that meet their needs in a coordinated way.
4. A statutory safeguarding partner in relation to a local authority area in England is defined under the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as: (a) the local authority (b) an integrated care board for an area any part of which falls within the local authority area (c) the chief officer of police for an area any part of which falls within the local authority area.

5. In Southwark, our local arrangements are known as the Southwark Safeguarding Children Partnership (SSCP). The work of the partnership is supported by a business unit made up of a Safeguarding Manager and a Business Support Officer (both also support the Adults Safeguarding Board).
6. The business unit is hosted within the Quality Assurance Service of the Children Services Division, following some years in which it was hosted by the Community Safety Department.
7. The structure for the delivery of the work of the SSCP is made up of a core Executive, and a number of delivery sub-groups, as follows:



8. The Department for Education (DfE) published a new edition of its statutory guidance Working Together to Safeguard Children in December 2023. The 2023 edition replaced the last major update in 2018. There was a limited factual update in 2020.
9. The work of the SSCP for the past year is contained in the [SSCP Annual Report 2023-24](#).
10. The focus of the work for 2024 – 2025 has been the review of arrangements considering WT2023. The outcome of this work is published in the [Southwark Safeguarding Partnership - Multi-Agency-Safeguarding Arrangements \(MASA\)](#).
11. The priority for 2025 – 2026 is to now fully implement the expectations of the new WT2023.

KEY ISSUES FOR CONSIDERATION

12. WT2023 introduces substantive changes to strengthen how local multi-agency safeguarding arrangements (local authorities, integrated care boards and the police) work together to safeguard and protect children locally, including with relevant agencies.
13. The DFE has stated that after reading WT2023 “*....safeguarding partners for every local area should commit to reviewing multi-agency safeguarding arrangements, by identifying where improvements may be needed to strengthen services to deliver the best possible outcomes for children, young people and families.*”
14. The DFE has further published a statutory guidance, '[Supporting Local Authorities to Embed Working Together](#)' and National Framework. This document provides a list of the expected arrangements and changes the local areas need to make to comply with the statutory guidance.
15. Local areas were asked to consider the following:
 - identify and agree **named lead and delegate safeguarding partners for each statutory agency**, after reviewing the functions listed in chapter 2 of WT2023
 - appoint **one of the delegated safeguarding partners as the partnership chair for the multi-agency arrangements** and **remove the role of independent chair** (if this is still in place)
 - ensure that there are arrangements for **effective independent scrutiny in place for their local area**.
 - consider the role of **education partners** within the partnership structure and strengthen this where necessary
 - have published and submitted a **yearly report** by September 2024 and publish revised multi-agency arrangements by December 2024
 - implement effective information-sharing arrangements between agencies
 - Safeguarding partners should **review funding arrangements** to ensure that agencies are contributing enough to support the decision-making infrastructure and statutory requirements of local arrangements.
 - They should review **current ways of working** to support effective practice as set out in the multi-agency expectations, principles for working with parents and carers and the multi-agency child protection standards.

16. In response to this, the SSCP has published a [Southwark Safeguarding Partnership - Multi-Agency-Safeguarding Arrangements \(MASA\)](#), which sets out how we will meet the new arrangements and deliver on the core priorities.

Partnership Review and Progress so far

Lead Safeguarding Partners and Delegated Safeguarding Partners

17. The lead safeguarding partners (LSPs) have equal and joint responsibility for determining, implementing and the success of the safeguarding arrangements under the SSCP.
18. In situations that require a clear, single point of leadership, all safeguarding partners should decide who would take the lead on issues that arise. LSPs representatives can delegate their functions but remain accountable for any actions or decisions taken on behalf of their agency (WT2023).
19. The lead (statutory) safeguarding partners under this arrangement are:
 - South East London (SEL) Integrated Care Board (ICB)
 - Metropolitan Police Service (MET)
 - Southwark Council
20. The LSPs as per statutory requirements covering the Southwark Safeguarding Children Partnership are:
 - Althea Loderick Chief Executive Southwark Council
 - Matt Twist Assistant Commissioner Metropolitan Police
 - Andrew Bland Chief Executive Officer Southeast London ICB
21. The decision has been taken by the LSPs to delegate these functions (with full responsibility and authority for ensuring full participation with these arrangements) to three delegated partners who are:
 - Alasdair Smith – Director Children's Services, Southwark Borough Council
 - Vanessa Britton – Detective Superintendent, Metropolitan Police
 - Darren Summers - Strategic Director for Integrated Health and Care/Southwark Place Executive Lead

Chairing Arrangements

22. The statutory guidance, '[Supporting Local Authorities to Embed Working Together](#)' asks local areas to 'appoint one of the delegated safeguarding partners as the partnership chair for the multi-agency arrangements', and to 'remove the role of independent chair'.
23. In Southwark, this has already occurred. The current arrangement is for a rotating chair for one year. This role is currently held by the police and children's services will be taking the chair from April 2025.

Scrutiny Arrangements

24. There is no clearly prescribed model for independent scrutiny, rather a number of developing ways of undertaking scrutiny. There need for all organisations within the partnership to be open to challenge and change, and to have confidence in the scrutiny arrangements.
25. The SSCP has a current methodology for an independent scrutineer in place. These arrangements are relatively new. The SSCP Executive have agreed to review the system of scrutiny in Southwark so that all quality assurance methods are utilised including the possible use of young scrutineers.

Role of Education Partners

26. WT 2023 has stated that LSPs "...should have an education representative at strategic discussions representing the education sector" Further, 'Most local multi-agency safeguarding arrangements include systems to ensure engagement and collaboration at the operational level, such as through education sub - groups and networks, practitioner forums involving designated safeguarding leads'
27. There has been engagement with schools through the SASH and Primary Heads forum to obtain their views on who and how they can be engaged in partnership work. A named lead has been identified from the SASH forum to sit on the SSCP executive and discussions are ongoing with Primary and Special School leads to ensure they are also included.

Plans and Priorities for 2025-2026

28. The SSCP Executive has agreed new business priorities for the coming year. This includes continuing the work on the neglect strategy, domestic abuse (in line with this being a Joint Targeted Area Inspection (JTAI) theme), an adolescent strategy and implementation of WT2023 including enhancing the voice of the child.
29. Other activities that will enhance the work of the partnership to be included next year are.
 - implementation of WT2023 requirements
 - continuous learning
 - develop a formal structure for the involvement of frontline staff, including examples of good practice.
 - creating a written protocol for managing notifications and handling disagreements
 - utilise quality assurance data and provide recommendations based on best practices
 - managing and developing communications.
 - website and comms strategy to be finalised and implemented.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Safeguarding Partnership - Multi-Agency-Safeguarding Arrangements (MASA)	SSCP Business Unit	Mary Moroney 020 7525 2057
Working Together to Safeguard Children 2023	Department of Education	N/A
Supporting Local Authorities to Embed Working Together	Department of Education	N/A

APPENDICES

No.	Title
Appendix 1	SSCP Annual Report 23-24 sscp annual report 2023-24

AUDIT TRAIL

This section must be included in all reports.

Cabinet Member	Cllr Jasmine Ali, Deputy Leader and Cabinet Member for Children, Education and Refugees	
Lead Officer	David Quirke-Thornton, Strategic Director Children and Adults Services	
Report Author	Alasdair Smith, Director Children's Services	
Version	Final	
Dated	28 March 2025	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Finance	No	No
List other officers here		
Cabinet Member	No	No
Date final report sent to Constitutional Team	28 March 2025	

Note: Consultation with other officers

If you have not consulted, or sought comments from the Assistant Chief Executive, Governance and assurance or the Strategic Director of Finance, you must state this in the audit trail.

SOUTHWARK SAFEGUARDING CHILDREN PARTNERSHIP

ANNUAL REPORT 2023-2024



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1. Purpose of the Report

Southwark Safeguarding Children Partnership (SSCP) 2023-24 annual report outlines the statutory requirement for safeguarding partners to submit an annual report to the Child Safeguarding Practice Review Panel, on how the SSCP ensures good governance and strategic oversight of multi-agency safeguarding arrangements within Southwark.

Throughout the year, the report helps the partnership improve safeguarding practices, test arrangements, and measure the impact on local families. It serves as a learning and communication tool, outlining Southwark's response to national reforms in multiagency safeguarding arrangements.

It analyses the activities of partners and their connections to operational practices through subgroups, forums, audit cycles, and training. The report also highlights how the partnership has learned from serious incidents and practice reviews, and how these insights impact ongoing work with children and families to improve outcomes.

2. The Southwark Local Context

Southwark is a densely populated and diverse inner-London borough situated on the south bank of the River Thames, with Lambeth to the west and Lewisham to the east. The borough is made up of a patchwork of communities: from leafy Dulwich in the south, to bustling Peckham and Camberwell, and the rapidly changing Rotherhithe peninsula. Towards the north, Borough and Bankside are thriving with high levels of private investment and development. Yet there remain areas affected by high levels of disadvantage, where outcomes fall short of what any resident should expect. Southwark's population is young, diverse and growing, with large numbers of young adults, from a wide range of ethnic and social backgrounds.

- The median age (33.4 years) is more than two years younger than London, and almost seven years younger than England.
- Around half (51%) of people living in Southwark have a White ethnic background compared to 81% nationally.
- The largest ethnic group other than White is 'Black, Black British, Caribbean or African', accounting for one-quarter (25%) of Southwark residents.
- Over 80 languages are spoken in the borough. Of the 53,700 Southwark residents whose main language is not English, 10,200 (19%) cannot speak English well or have no English proficiency.
- Over 40 distinct religions are reported by Southwark residents.
- Southwark has the fourth largest LGB+ population and the fifth largest trans population of any English local authority: 8.1% residents aged 16+ (nearly 21,000 people) identify as non-heterosexual, and 1.2% (over 3,000 people) report a gender identity different to their birth sex registration.

- Over 18,000 residents provide unpaid care, equivalent to 6% of Southwark's population. Around a quarter of unpaid carers in the borough provided more than 50 hours of care per week.

Areas of deprivation are concentrated across the central and northern parts of Southwark. Across a wide range of health, social and economic measures, from child poverty through to obesity, hospital admissions and life expectancy, outcomes are poorer in these neighbourhoods. In particular, communities in Faraday and Peckham wards. However, it is important to acknowledge that pockets of disadvantage also exist within areas of affluence, such as the Kingswood estate in Dulwich Wood and Downtown estate in Surrey Docks.

Data Source:
[JSNA Annual Report](#)

3. The Partnership

Our Vision

All children in Southwark have the right to be safe and protected from harm. We will work together to protect children and young people through high quality services that enable children to reach their full potential and achieve the best possible outcomes.

Southwark Safeguarding Children Partnership's primary objective is to assure itself that local safeguarding arrangements and partners act to help and protect children.

The partnership will hold agencies to account for their key safeguarding responsibilities, so that:

- All those who work with children and young people know what to do if they are concerned about possible harm.
- When concerns about a child's welfare or concerns about harm are reported, action is taken quickly and the right support is provided at the right time. This covers the spectrum from early help when issues first arise through to emergency action needed to keep children and young people safe.
- Agencies that provide services for children and young people ensure that they are safe, and monitor service quality and impact.

Key Strategic Questions for the SSCP

- Is the help provided effective? How do we know our interventions are making a positive difference? How do we know all agencies are doing everything they can to ensure children and young people are safe?
- Are all partner agencies meeting their statutory responsibilities as set out in Working Together 2023?
- Do all partner agencies quality assure practice and is there evidence of learning and improving practice?
- Is safeguarding training monitored and evaluated and is there evidence of training and learning impacting on practice?



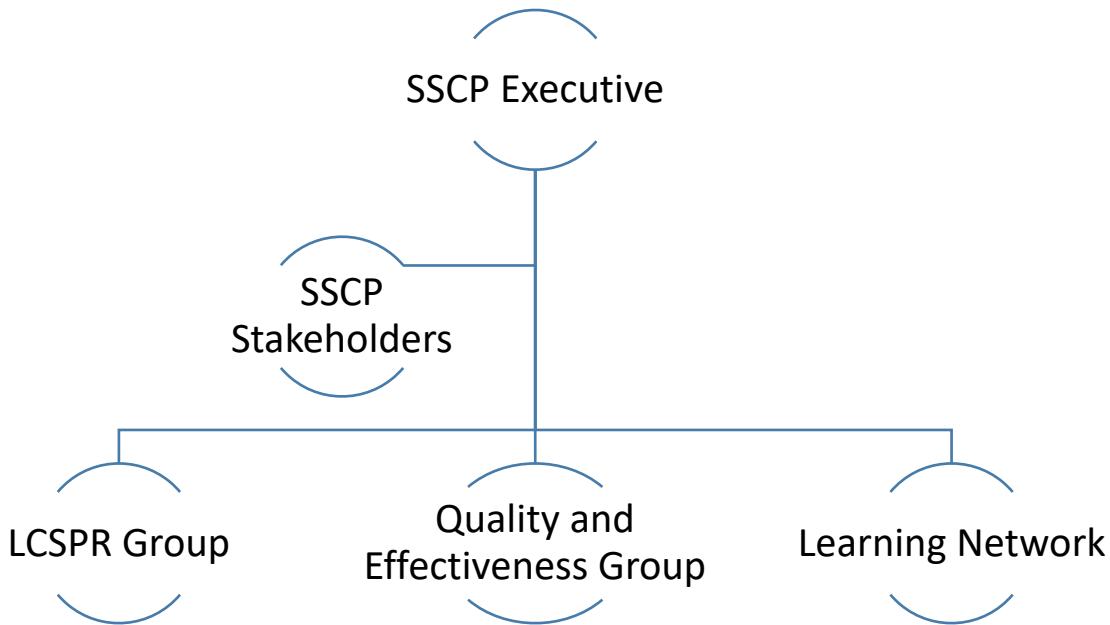
3.1 Our Partners

Partnership work is vital to the successful delivery of safeguarding services and interventions in Southwark. We remain confident that safeguarding is at the heart of the services delivered by statutory and voluntary services in Southwark, and we also remain committed to maintaining an open dialogue with all our partners, and working jointly with partners to ensure the best, person-centred outcomes for children and young people.

Following on from the publication of Working Together 2023 (Dec 2023) the partnership has begun reviewing the current arrangements which were put in place after Sir Alan Wood's review of local arrangements for safeguarding children. In December 2020, the SSCP felt it timely to review the effectiveness of our current arrangements, including use of scrutiny, assurance process and structure.

Southwark Council	ICB/NHS	Police	Other Organisations
Cabinet Member for Children, Schools and Adult Care	Place Based Director Southwark – NHS SEL ICB	Borough Commander	Borough Commander, London Fire Brigade
Cabinet Member for Community Safety and Public Protection	Designated Nurse, Safeguarding Children, NHS SEL ICB	Superintendent in charge of public protection	Head of Service Lewisham and Southwark Probation
Strategic Director of Children's and Adults Services	Named GP for Safeguarding Children, NHS, SEL ICB		CEO Community Southwark
Director of Children and Families and Education	Designated Doctor for Looked After Children, NHS, SEL ICB		Primary and Secondary School Heads
Director of Commissioning	Head of Safeguarding (GSTT)		Safeguarding Lead CAFCASS
Director of Public Health	Head of Safeguarding (KCH)		Provider representatives
Assistant Directors: Early Help, Safeguarding, Commissioning	Named Nurse Safeguarding Children (SLaM)		
Assistant Directors: Community Safety and Quality Assurance	AMH Safeguarding Lead (SLaM)		

3.2 SSCP Subgroups



3.2.1 Learning Network (joint with SSAB)

The Learning Network subgroup is a joint subgroup of the SSCP and SSAB. It is chaired by the SSCP/SSAB Independent Chair.

The SSCP is committed to promoting a culture which values and facilitates learning and in which the lesson learned are used to improve future practice and partnership working. This approach has facilitated robust mechanisms to review, analyse and develop practice. We are confident that our approach to learning and development drives improvements in the wider safeguarding system as well as in the outcomes experienced by users of services.

Traditionally there has been an emphasis on “training” and although uptake of training programmes can be measured, we require further assurance as to the impact this has on practice. As a result, during the latter part of the year we reviewed our current model and as we move into 2024-25 we will transition to a strengthened approach where learning is embedded in the culture of all safeguarding practice.



3.2.2 Child Safeguarding Practice Review (CSPR) Subgroup:

Responsibility for how lessons are learned locally from serious child safeguarding incidents lies with the safeguarding partners, via the Child Safeguarding Practice Review Subgroup. The terms of reference for this group have been revised to take into account the new statutory guidance.

The subgroup is responsible for identifying cases which meet the criteria for a Child Safeguarding Practice Review. For cases that fall below the threshold the group determines if there is relevant possible learning from the case, and recommends the process and methodology for understanding the learning.

The group also identifies any themes or trends within local referrals and national reviews that may further improve the quality and impact of safeguarding in Southwark.

Once a review has been completed, the implementation and impact of any multi-agency lessons to be learned are monitored to ensure that the learning from all case reviewing activity is embedded in practice.

The CSPR subgroup also reviews Youth Offending Service Community Safety and Public Protection Incident reports (CSPPIs). Work is ongoing to establish best practice for quality assuring these reviews and sharing any learning across the partnership.

3.2.3 Quality and Effectiveness Subgroup:

The purpose of the Quality and Effectiveness subgroup is to build and maintain an accurate picture across the SSCP of:

- the quality and effectiveness of safeguarding arrangements
- areas of strength and good practice
- areas of risk and vulnerability
- actions related to improve outcomes for children

The subgroup works to strengthen the partnership's assurance process by:

- Developing and ratifying borough- wide strategies, policies and guidance.
- Monitoring and analysing safeguarding indicators across the partnership to identify whether safeguarding practice and arrangements have led to improved outcomes for children and young people.
- Providing challenge and monitoring action plans identified through section 11 audits.
- Identifying and commissioning multi-agency audits to evaluate safeguarding practice and its impact on children, young people and families.
- Monitoring the progress of action plans arising from any local or national reviews.
- Demonstrating that the voice of the child has been heard and using this information to improve services and the effectiveness of professional practice.



This year the group have focused on FGM pathways, Continuum of Need, Complaints about CP Conferences, Neglect, Children as victims of domestic abuse, young people at risk of self-harm or suicide and development of a Southwark Multiagency children's mental health & safeguarding discharge and safety planning protocol.

4. Scrutiny – 2023-24

Anna Berry – Independent Scrutineer

This is the second report of the Independent Scrutineer for Southwark Safeguarding Children Partnership (SSCP). It is for the period July 2023 to April 2024 and provides an appraisal of the effectiveness of partnership joint arrangements. This end of year scrutiny report utilises the Bedford University “six steps for independent scrutiny” framework for safeguarding partnership arrangements. This report will outline the key developments of the partnership over the last year against the identified priorities and will make recommendations for 2024/2025.

In June 2022, the Safeguarding Executive (the three statutory partners of the SCP) received Scrutineer briefings against the National Panel reportⁱ and the independent review of Children's Social careⁱⁱ. These documents formed the basis of a Scrutineer report entitled “strengthening children's effectiveness”ⁱⁱⁱ and made recommendations as follows:

- A newly formed Safeguarding Executive
- A wider SCP stakeholder group
- Subgroups to include QE, CSPR and adolescent harm.
- Development of a learning network shared across SAB and SCP
- A new set of published “arrangements documents” (scrutiny, assurance and learning framework, CSPR practice guidance, revised multi-agency safeguarding arrangements and a local arrangements appendix for relevant and other agencies)
- A consultation period to identify priorities for 2023/2024.
-

In September 2022, the new Safeguarding Executive held their initial meeting to establish the practicalities, logistics and overarching arrangements. In the latter stage of 2022/2023 these arrangements were developed and launched at the start of 2023/2024, this timeframe included the transition of Independent Chair role to Scrutiny role, embedding of ICB arrangements and a strategic change of each of the statutory agency members within the SCP Executive. Additionally, the consultation and identification of priorities took place in Q4 (2022/2023) via the Safeguarding Executive, SCP Stakeholder meeting and with the aid of a scrutineer “mind map”^{iv}.

1. SAFEGUARDING PARTNERS ARE INVOLVED IN STRATEGIC PLANNING AND IMPLEMENTATION

The content of the report is formed from engagement with partner agencies, (previous) business manager, SSCP Executive group, chairs of the sub/ task and finish groups, information obtained from the stakeholder meeting, observations of the work of all groups, review of meeting minutes and action logs, and ongoing observations of SSCP processes and systems.

The SSCP executive group approved its overarching strategic priorities in quarter four of 2022/2023 and these are Neglect and Adolescent Harm. An annual delivery plan via its sub groups underpins these priorities and provides the finer detail of work planning throughout 2023/2024. Oversight of progress reporting is via the SSCP Executive group.

Governance and structural arrangements of the partnership started to embed at the start of the reporting period and is reviewed in the quarter 1 scrutiny report. This report outlined positive work in embedding the revised structure and identified areas for development in:

- Aligning the cross cutting themes across other partnership to avoid repetition or inconsistency of approach.
- Development of assurance processes to include multi-agency audit work, development of a dataset and review of the business support resource.
- Development of the learning functions and associated learning framework (including communication and engagement) and review of the business support resource.

The recommendations from the Q1 Scrutiny report are reflected in the sub group work plans, and capture the identified areas of focus; adolescent harm and neglect. There has been strength in a very frequent meeting of the Executive group resulting in clear strategic oversight.

In terms of progression of thematic work, task and finish groups have been identified via the QE subgroup e.g. Neglect strategy and adolescent oversight; the CSPR subgroup e.g. review of children with complex needs, flow of cases into a multi-agency audit; and the learning network e.g. communication and engagement/ website group.

Scrutiny observations include an absence of 'success' measures, which will inform impact assessments. A contributory factor to this is a limited level of business support to the various functions of the SCP. It is noted via the Executive Group that resource and capacity has limited the effectiveness of subgroup work, and a review has been commissioned which will commence at the start of the next reporting period.

The business support for the SCP is hosted by Southwark Council which includes the budget for both SCP and SAB, this moved from the Community Safety Directorate to Children's Services in this reporting period. There has been limited and inconsistent administrative cover and an absence of a business manager for the last quarter thus affecting traction of work. Positively this post is now recruited to and overall, the resource requirements will be captured within the aforementioned review.

2. THE WIDER SAFEGUARDING PARTNERS, INCLUDING RELEVANT AGENCIES, ARE ACTIVELY INVOLVED IN SAFEGUARDING CHILDREN

The current MASA arrangements were re-published and launched in May 2023 in compliance with Working Together (2018) guidance which states that safeguarding partners must set out which organisations and agencies they will be working with to safeguard and promote the welfare of children. The full suite of documents that were developed are:

- Multi Agency Safeguarding Arrangements (MASA) May 2023
- Local Arrangements appendices (relevant and other agencies) May 2023
- A scrutiny, assurance and learning framework April 2023
- Child Safeguarding practice review guidance July 2023

With reference to the new Working Together (2023), work has commenced to review the arrangements, consider roles and responsibilities and in particular the role of education. This report will consider WT23 presently.

3. CHILDREN, YOUNG PEOPLE ARE AWARE OF AND INVOLVED WITH PLANS FOR SAFEGUARDING

During this reporting period a “Communication and Engagement Strategy” was developed by the Learning Network and endorsed by the SSCP Executive Group. This includes a number of actions and areas for development e.g. commissioning and development of a new website, use of social media and mechanisms for seeking the views and experiences of children, young people and families. To note, there have been some delays in the continuation of this work namely the website development project.

The Scrutineer observes there are areas of good practice across the statutory partners and wider safeguarding agencies where the views of children, young people, parents and adults are sought. The initial work to develop the Neglect Strategy as one of the SSCP priorities reflects consultation with frontline staff via survey methodology, with Children and Young people via “Speakerbox” and with families- this consultation contributed to the development of the strategy document.

However, these should be mapped, and consideration given to how they can be maximised to raise awareness and be involved with plans for safeguarding from abuse, neglect and exploitation. This is a priority area of business for SSCP and will be supported by the Independent Scrutineer in the coming year when considering the most effective and valuable models of practice across the country.

4. QUALITY ASSURANCE PROCESSES ARE IN PLACE FOR DATA COLLECTION, AUDIT AND INFORMATION SHARING

Quality assurance processes are developing and strengthening via the work programme of the QE subgroup. The “scrutiny, assurance and learning” framework arrangement within Southwark is designed to connect the work of each subgroup into a coherent flow, thus alignment of subgroup work plans, together with emerging learning and themed priority work is the ambition. Work plans are presented at each Safeguarding Executive and thus there is strategic oversight of the programmes of work. Specifically within the QE subgroup there is an ongoing action to develop a core dataset to run alongside multi agency audits. This would enable SSCP to have an effective ‘window’ on the safeguarding system, which is closely linked to the strategic priorities. Areas of safeguarding raising significant concern will be subject to partner challenge, accountability and independent scrutiny via these mechanisms.

There is good evidence particularly in the latter stage of the year that this has started to develop e.g. linkage between the MACE dataset, intentions for a core dataset, learning from the CSPR subgroup and the findings from a Serious Youth Violence multiagency audit. What is not working as effectively is the subsequent action required via the learning network, to ensure learning from case reviews, multi-agency audits and wider partnership work is effectively disseminated to partners and practitioners. Thus there is further work to do in developing and embedding a process for understanding the impact of the overall SCP work on practice, systems and outcomes for children, young people, and adults.

5. THERE IS A PROCESS FOR IDENTIFYING AND INVESTIGATING LEARNING FROM LOCAL AND NATIONAL SAFEGUARDING CASE REVIEWS

The CSPR subgroup has delegated responsibility for this area of the business. There are robust processes in place for identifying when a serious safeguarding incident requires a rapid response and consideration of whether a Local Child Safeguarding Practice Review (LCSPR) is required.

In the timeframe of this report (July 2023 to April 2024) there have been two children’s Rapid Reviews. The first rapid review prompted wider local learning activity about the experience of a sibling. The second rapid review was prompted wider learning about parental mental health and issues concerning child sexual exploitation.

There are also areas of good practice noted with cases presented by the Youth Justice Service subsequently captured with a Serious Youth Violence multi agency audit. Communication from CSPR can be seen to flow into the learning network to form part of the work plan, likewise into QE to inform multi agency audit processes. Broadly, the learning themes within these cases include serious youth violence and exploitation, professional curiosity and disguised compliance, the importance of background history, the provision of support for transgender young people, domestic abuse, disproportionality and listening to and underrating lived experience. These areas of learning are aligned with the priority work of the partnership.

6. THERE IS AN ACTIVE PROGRAM OF MULTI-AGENCY SAFEGUARDING TRAINING

There is an active multi-agency training programme that is hosted and delivered by Southwark Council. In the latter half of the reporting period a multiagency needs assessment was commenced to analyse the uptake, effectiveness and impact of training which will continue into the following year. Limitations in terms of capacity and resource to carry through ambitions for training and learning will form part of the review scheduled for 2024/2025. The new WT23 document also places emphasis on this area of development.

Summary and recommendations:

Overall, there is strong partner engagement and a culture of positive relationships and partnership working, with an appetite for the success of joint children arrangements. The scrutiny role is evolving, as the Independent Scrutineer I will continue to strengthen how I fulfil the role responsibilities for acting as a critical friend and providing objective support, scrutiny, and challenge to SSCP. The work undertaken during 2023/2024 is vast and provides a plethora of information for the SCP to build on, in particular (and not exhaustive):

- Neglect strategy task and finish group.
- Multi agency audit- SYV
- MACE review recommendations
- Multi agency audit- children with complex needs
- Arrangements/ policy and procedure and CSPR pathway developments
- Development of a communication and engagement strategy
- Task and finish group to commission a new website.
- Expansion of the Children's Services "Learningfest" model to partners
- The S11 scrutiny panels which facilitated a wider agency lens.

This scrutiny evaluation is set against the requirements for safeguarding arrangements set out in WT 2018 and associated guidance. During this timeframe, the new WT document was published. Therefore, accompanying this report will be a mapping exercise against WT23 to consider any required changes. The new local arrangements are required to be submitted to the DfE by December 2024, thus the partnership arrangements, as well as operational and policy/procedure changes outlined in WT23 will need to be considered in the early stages of 2024/2025.

The groundwork and current functions provide Southwark with good foundations upon which to build for the year ahead. This will involve careful consideration of capacity and support functions to underpin the ambitions. The Scrutineer notes that there are pending changes to the current Safeguarding executive group that may create some instability in the first part of the coming year. Additionally the absence of a business manager during the last quarter has created a loss of traction and coordination of some elements of the SCP work planning.

Due to a portfolio change for the Director of Children's Services, the engagement of schools in safeguarding is in a strengthened position and developments to increase the involvement of schools in the partnership arrangements are scheduled for the coming year.

The last year has been a time of review and implementation to strengthen the Partnership arrangements, with evidence that key partners have contributed in a committed and positive way. Overall, this process has paved the way to consider the findings from the year and to plan for the year ahead in a meaningful way.

Suggestions for future improvements

The independent scrutineer has worked closely with the Safeguarding Executive in its work throughout the year, and the scrutiny work plan is intended to add value and run alongside the functions and mechanisms of the SCP. The scrutiny recommendations for future improvements are:

- **Implementation of Working Together 2023** – Particularly to consider and agree the LSP/DSP roles and model of engagement of schools. A WT23 checklist and indicative action plan is provided to SSCP Executive to aid this. The WT23 developments capture a host of areas, thus they will not be repeated within this report.
- **Review the business support model**, capacity and resource within the SCP to ensure traction and progress against its work plans, this may include resource for data analysis and coordination of multiagency learning and training.
- **Priority work: Neglect**- there has been a significant amount of work led by Children's Services to develop a Neglect Strategy, it is recommended that there is a stocktake and reset of the direction of travel for this strategy, with some clearer definition of what the SCP is looking to achieve. This should include wider engagement and consultation with children, young people and families, as well as frontline practitioners and measures of success with a timeframe for evaluation.
- **Priority work: Adolescent Harm**- there has been a significant amount of work during quarters 3 and 4, including a scrutiny of JTAI findings from other areas, a multiagency audit of SYV, a MACE review and a strategic meeting of cross partnerships to consider Serious Violence Duty. Consideration of the outcomes to this activity will provide the basis for an adolescent risk/harm strategy. This is a complex area and the whole partnership model should be clearly defined and understood.
- **The communication and engagement** strategy is not currently progressing to best effect and in particular a strengthening of engagement with children and young people is recommended, this may include involving C&YP in some scrutiny work. The scrutineer is particularly keen to carry out some engagement work to triangulate the views, understanding and experiences of frontline practitioners, C&YP and families against the strategic developments set within the SCP.
- **Website platform**- as part of the above strategy, the website project is currently delayed meaning that relevant and up to date documents and resources are not available to access. Additionally looking forward, the use of social media would greatly enhance the methods of sharing information and learning.
- **Core multiagency dataset**- this is a recognised areas for development which has not gained traction due to a lack of business support capacity and resource, this would greatly benefit the multiagency audit process and provide an enhanced window on safeguarding activity.
- **The Learning Network model** should be reviewed in terms of its current shared function for children and adults and its overall resource to function effectively.

5 SSCP accountability

5.1 Core child protection activity

	Southwark 23-24		Southwark 22-23		SN 22-23	England 22-23	London 22-23	Southwark change
	Number	Rate*	Number	Rate	Rate	Rate	Rate	
Referrals	3368	591	3637	636	616	545	570	-8%
Re-referrals	757	22%	727	20%	17%	22%	19%	4%
Completed assessments	3056	536	3501	612	600	557	558	-15%
S47 enquiries starting	1222	214	1241	217	226	192	191	-2%
ICPCs held	470	82	449	79	61	63	60	4%
CPP (31/03/24)	269	47	241	42	43	43	40	10%
CPP 2+ years (31/03/24)	4	1%	5	2%	4%	2%	3%	-25%
CPP starts in year	393	69	334	72	70	78	49	15%
CPP ceased in year	365	64	420	73	51	54	49	-15%
LAC (31/03/24)	397	69.6	420	74.0	67.1	71.0	51.0	-6%
LAC starts in year	177	31.0	182	32.0	29.9	28.0	26.0	-3%
LAC ceased in year	198	34.7	228	40.0	33.0	27.0	27.0	-15%

- Rate per 10,000 0-17 population (ONS mid-year estimate) unless given as a percentage
- The rate of referrals to Children's Social Care decreased across the country between 2021/22 to 2022/23, and this has continued for Southwark into 2023/24. The decrease in rate for 2023/24 now places Southwark below Statistical Neighbours, but remains above the London and National outturns for 2022/23.
- Re-referrals (the proportion of new Referrals in the year within 12 months of a previous Referral) increased for the third year running, and is above Statistical Neighbours, and London, but in-line with the England outturn.
- Linked to the reduction in referrals, so Southwark have seen a reduction in completed assessments for the second year running. Again this pattern is consistent across all comparator groups, with Southwark's rate now below comparators.
- The increase in Section 47 enquiries four years ago continues to be elevated and is perhaps the 'new norm' for Southwark. The rate of children subject to S47 enquiries starting in the year is above that of London and England, but below Statistical Neighbours.
- This upward trend in safeguarding activity has a knock-on effect on the number and rate of Initial Child Protection Conferences. Again the rate is above London and England, but for this measure is also above Statistical Neighbours. This suggests that the conversion from S47 to ICPC for Statistical Neighbours is much lower than for Southwark (41.1%).

- Following record low numbers of children on a child protection plan during 2022/23, increases were seen during last year. Southwark's rate is now above comparators, however in-year London benchmarking data suggests that CP numbers have increased across London during 2023/24 year.
- Despite increased numbers overall, those children and young people on a CPP over two years has reduced to four children (1%). This is below all comparators and suggests less drift in CPPs.
- Despite the elevated rate of ICPCs, the rate of new child protection plans has reduced slightly. Southwark's rate is in line with Statistical Neighbours, below England, but above London. This suggests a lower conversion from ICPC to new CPP (77.4%) for Southwark than for comparators.
- The rate of CPPs ending has reduced for Southwark this year. The greater reduction in cessations than starts has resulted in the overall increase in CPPs.
- Despite the reducing number of children and young people in care, Southwark's rate remains just above our statistical neighbours and England, and significantly above the London picture. This year Southwark saw the lowest number of children in care since 1999/2000.
- This is accompanied by a decrease in new accommodations and a decrease in accommodations ending, suggesting that the increase in safeguarding activity has not resulted in any major changes to the care population.

5.2 Local Authority Designated Officer (LADO)

LADO responsibilities are set out in Working Together Chapter 2, the London Safeguarding Children Core Procedures section 7, and Keeping Children Safe in Education.

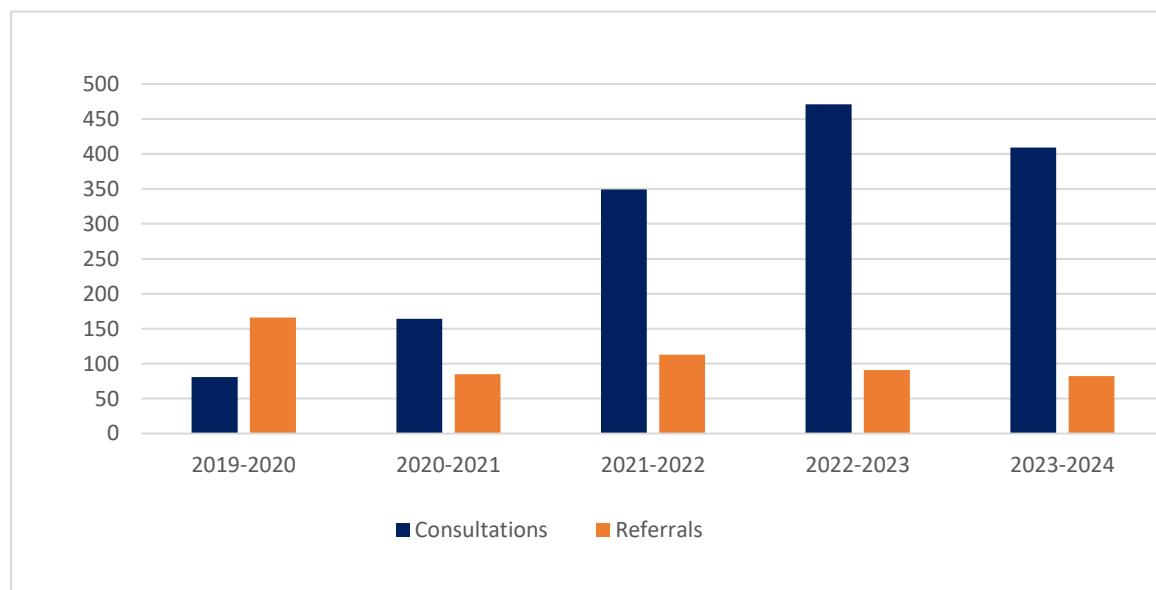
The total number of contacts (referrals and consultations) recorded in 2023/24 decreased to 491 (from 562 in the previous year). This is mainly due to organisations particularly schools having a better understand of thresholds and processes. In addition, it is due to the continuous improvements in the way in which we record LADO contacts. Overall, the number of contacts remains quite high. Whilst there are no statutory performance indicators that enable LADOs to make comparisons with other Local Authorities, the data that the London LADO group share informally indicates contacts to the Southwark LADO are relatively high.

We started to record LADO Consultations for 2021/22 on Mosaic in line with data protection regulations and have developed a new workflow to accommodate this. Previously the LADO only recorded referrals onto Mosaic but there is a large volume of consultations that do not meet threshold for a referral but still need to be recorded.

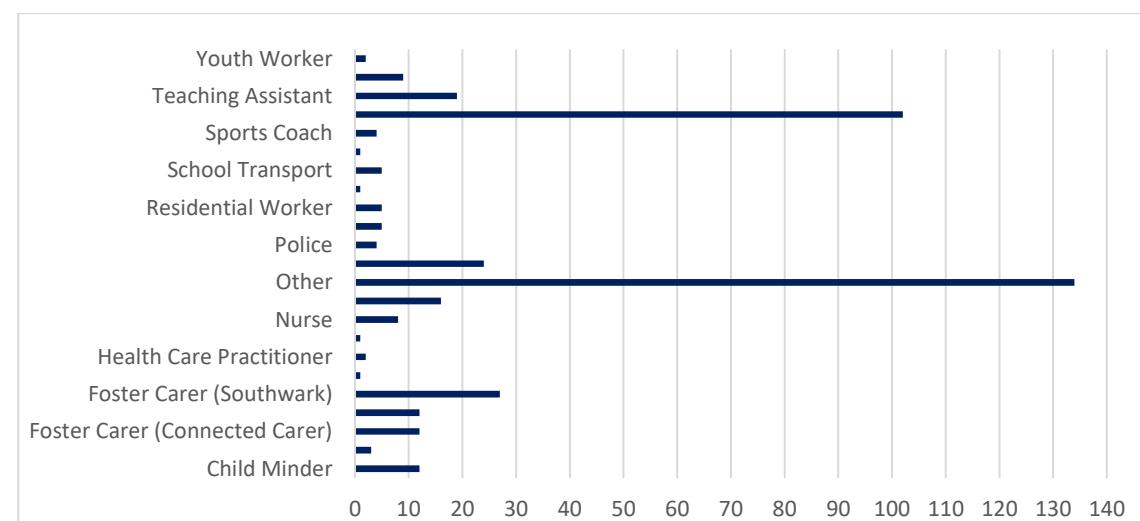
Consultation can cover a wide area of concerns that fall within the Low-Level Concerns in Keeping Children Safe in Education and Concerns in Core Procedure 7 London Safeguarding Children Procedures. These consultations can sometimes be as complicated and time consuming as the referrals. One example is when we get unexplained injuries to non-verbal and pre-verbal children where we have concerns but no allegation and no identified member of staff.

Of the 409 consultations recorded in 2023/24, the majority were made by and about staff in education which correlates with what we see in the data for referrals.

Referrals and Consultations since 2019



Number of Consultations by Source





The LADO has an established effective working relationship with all partner and core agencies such as Police CAIT referral team, Community Health, plus the three main Hospital Trusts, Head Teachers, Early Years Providers and the Faith and voluntary sector.

The themes and patterns do not vary much from year to year and the main category of harm remains physical.

The LADO produces an annual report which provides a more detailed analysis of the data which we plan to bring to the Quality and Effectiveness Subgroup.

6 Financial arrangements

The SSCP receives financial contributions from a number of agencies and other forms of in-kind support. Contribution received in 2023-24 include:

Southwark Council	£ 72,500
ICB	£55,000
MOPAC (Police)	£5,000
Total	£132,500



7 Areas of Focus

7.1 Serious Youth Violence

Serious Youth Violence (SYV) is also one of the Southwark Safeguarding Children Partnerships' (SSCP) priority areas and it is an issue which significantly impacts on the Southwark community. However, SYV is also complex. Its definition incorporates children and young people from 10 to 25. This group includes children and young people, to whom members of the partnership have different statutory responsibilities. In addition, SYV sits across various departmental landscapes and as a result all the partner agencies have different data sets, and this is magnified by different departments within the council having data in different systems.

In September 2023, the UK government introduced a new Joint Targeted Area Inspection (JTAI) around [Serious Youth Violence \(SYV\)](#). This guidance defines SYV as, homicide, knife and gun crime, use of corrosive substances as weapons and other violent crime such as county lines, drug dealing. In this audit, we utilised the JTAI framework to inform our approach to evaluating safeguarding practices across the partnership for children, young people, families, and communities affected by SYV.

Consequently, this practice evaluation exercise aimed to explore how young people in Southwark who are at risk of SYV become known to services, what the multi-agency response is to identify the risks, and how the partnerships work together with young people and their families to safety plan and achieve positive outcomes wherever possible.

The SYV Audit subgroup identified and agreed 6 key area of [practice evaluation criteria](#) that were to be examined by the audit. Twelve young people were audited as part of this process.

The agencies which took part in the audit were Police, Children's Services, GP, Named Nurses, CAMHS, Octavia House, COLA, Bacon's College, Kings College hospital, Education Services, Youth Justice Services, CHE-OG, and Probation.

1. Children who are affected by serious youth violence or are exploited experience a child-centred approach from all professionals. Practice is based on a good understanding of children's experiences, their background and identity, including any barriers to them accessing help and support, and their needs and strengths.

Summary Findings: The multi-agency professional network has a good understanding of young people's experiences and consider their individual needs when deciding what support they need. This ensures that a holistic picture of what day-to-day is like for young people is being developed.

When there are instances of a child having suffered or been at risk of suffering significant harm in relation to SYV, MASH and A&I colleagues gave considerable weight to parental views, particularly around the ongoing involvement of children's social care. While this is positive, it appears to limit professional curiosity at times and does not always include any challenge to



parental views. Consequently, this may impact how statutory duties are exercised when considering risk of harm to children due to SYV.

Where children are victims of SYV, threshold is not always met for a Merlin to be sent. In these instances, the multi-agency partnership is not informed of the incident, unless it is through family. This therefore affects the support that can be offered to victims by the multi-agency network.

2. Children are protected through effective multi-agency arrangements. Key participants attend multi-agency meetings. These meetings are effective forums for timely information-sharing, planning, decision-making and monitoring. Actions happen within agreed timescales, and they help. Protection provided reduces risk and meets need.

Summary Findings: There is clear evidence of the multi-agency network responding to requests for information by MASH. There is evidence of risk assessments being shared by partner agencies at this point and that this is assisting in social care decision making. This ensures a timely and appropriate response to referrals. Similarly, there is clear involvement of multi-agency partners, at social care meetings including Team Around the Family meetings, Child in Need meetings, and Core Group meetings, with a shared plan to support families.

For over 18s the work of the Community Harm Exploitation Operational Group CHE-OG has been instrumental in providing continuing wrap-around support for those who are involved in and victims of high risk SYV.

However, referral pathways into the Extra-Familial Harm team are not consistently being followed or used, and recommendations are not completed. This affects information sharing and risk assessments relating to those individual children and limits the information the EFH team are gathering about SYV and those involved in it, as a whole, for Southwark, and the borough response.

3. The local partnership promotes multi-agency learning about identifying, assessing, and responding to serious youth violence. The partnership informs and improves practice, planning, and the design of services, using feedback from children and families, as well as research and intelligence about effective multi-agency practice.

Summary Findings: Within Southwark the SYV duty sits under the Community Safety Team who produce the annual [Southwark Serious Violence Duty Strategy](#). This details the research and intelligence specifically in relation to Southwark, noting it is recognised as a “high harm borough.” The report identifies the current needs within the borough and what is being done to address these.

Within the SSCP specifically, the risk of SYV to young people in the borough is recognised and it is one of four priority areas identified by the partnerships. Within Southwark Social Care the EFH and Missing Team has been set up in response to SYV. Completing this SYV audit process has been helpful for the SSCP to identify systems for sharing information and stress testing our procedures and protocol at individual agency and multi-agency level.

In relation to training around SYV in June 2023 Children’s Social Care ran a ‘Learningfest’ around contextual safeguarding. This included workshops facilitated by colleagues across the



multi-agency network, including on SYV and was well attended by professionals across the SSCP.

There are also instances of the multi-agency network improving services to meet changing needs, for example the recent hire of a new EOTAS (education other than at school) school nurse recently coming in to post in Southwark.

There is currently a gap in services for a small number of children, often older teenagers, who are not eligible to work with the CHE-OG but who are not currently open to statutory services. These children show multiple indicators of EFH however currently do not have any agencies, albeit school in the case of one was, working with them. This is a critical age in which to work with young people to reduce the risks of SYV becoming entrenched and providing support.

4. Professionals and support staff across agencies are well trained and supported, including receiving support with the emotional impact of working with children and families. They are confident and knowledgeable and understand the impact of serious youth violence on children's health and well-being. They are aware of the importance of avoiding victim-blaming language and approaches as well as personal and institutional bias. This enables them to identify effectively how to help and protect children and to take action to do so.

Summary Findings: The audit demonstrates that professionals have knowledge and understanding, of SYV and the risks and vulnerabilities associated with this. The multi-agency partnership is making relevant referrals to Social Care, and the professional network are engaged with the safeguarding process. None of the audits undertaken across the partnership identified any evidence that young people are being adultified or criminalised within the records available.

5. Partners engage with communities, children, parents, and carers to understand their needs in relation to and views about serious youth violence and to inform their decision-making about interventions and commissioning services.

Summary Findings: There is clear evidence of young people and their parent's views and wishes being recorded and that they are being involved in decision-making about their lives. Whilst this is mostly positive, there is evidence on occasion of professionals lacking curiosity or challenging parents and young people about their narratives.

Audits show that consent is being sought by the multi-agency network when referrals are made, that families are being spoken to and consideration is given to overriding parental consent and the sharing of information is lawful and considered. For example, the SSCP has considered this issue carefully when undertaking this audit. Furthermore, the outcomes of this report will be shared with the commissioning services across the partnership to ensure that any relevant changes to services are made.

6. Schools/education providers have effective systems to identify children at risk of, or subject to, serious youth violence and/or exploitation and children who are missing from school. They make timely referrals to access appropriate support, including to



early help or children's social care. Schools and partner agencies share information appropriately and work effectively together to make sure that children get the support they need.

Summary Findings: Schools are highly involved in the safeguarding and multi-agency meetings in respect of individual pupils, they attend and engage meaningfully in meetings, make referrals to MASH and other agencies where necessary and a key part of the multi-agency network supporting families and children. In addition, Council Education Services have been instrumental in providing information for this audit, particularly where children are home educated or NEET. Engaging secondary school in the SSCP is important to understand the complexities of SYV within the school environment and how the SSCP can support these various partner agencies. Furthermore, consideration could be given to how shared risk assessments are developed in relation to SYV by partner agencies, as particularly identified by Council Education Services, who noted that levels of risk were held at the individual school level.

Learnings and Recommendations

- We know that young people living in Southwark are at a higher risk of the harmful, potentially fatal impact of SYV and that engaging those who are most vulnerable to being exploited can be challenging for many agencies within the partnership. A gap has been identified in the support given to suspect and victims of SYV between the ages of 16-18 as they are not always referred to the EFH team. If this group of vulnerable children and their parents do not wish to engage with services and / or do not meet threshold for statutory intervention who is best placed to offer this support if it is a non-statutory response?
- Secondary schools in Southwark are playing an instrumental part in supporting and identifying risks in relation to SYV for young people at an individual level in Southwark. How can the SSCP improve the partnership working of the academies at the SSCP level?
- The professional network is able to understand and identify the risks and vulnerabilities of young people in relation to SYV in Southwark, including the risk of being a victim of SYV. However, the professional network is not always informed when a child is a victim of a crime. How can we ensure that all young people receive support when they have been a victim of SYV? Is there a role for Schools Police Officer informing Schools in these instances? What information is shared with the young victims' project? Is there a role for them in this?
- Balancing parental consent versus risk of harm to children in relation to SYV is complex. This audit has only been able to look briefly at some of these decisions made by MASH and A&I and it would be beneficial to look at this in greater detail through further audits.
- Though the process of auditing CAMHS and Council Education Services identified that, whilst their services were completing risk assessments in relation to children and young people they were working with, on occasion, some of these risk assessments were not informed by their partner agencies information and were made in isolation. CAMHS and Council Education Services felt that looking at this risk assessment process would be beneficial.

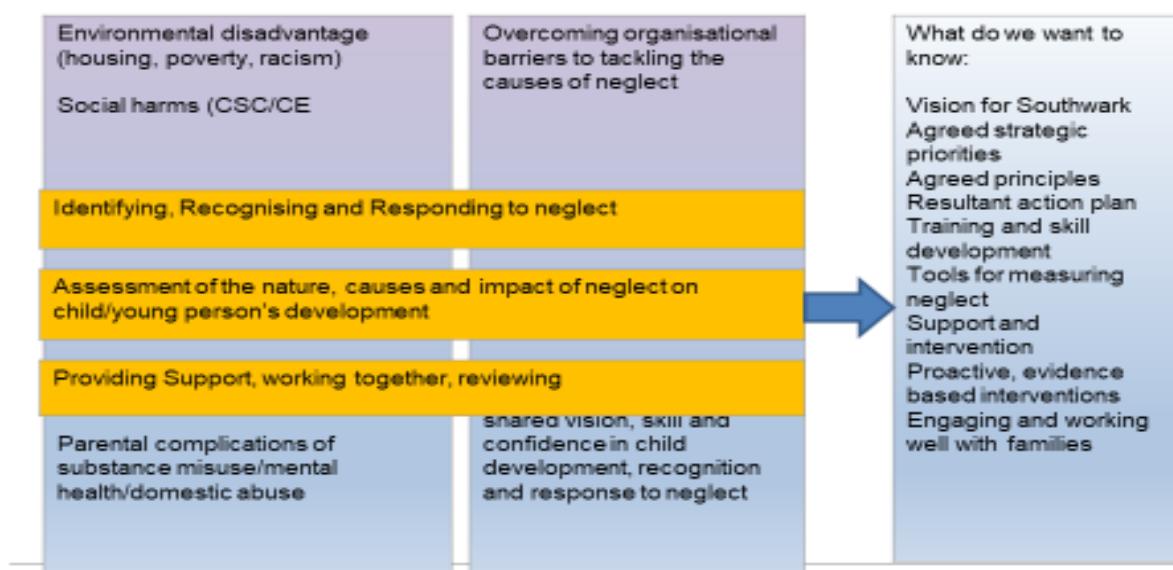
- It is recommended that report is shared with commissioners across the partnership.

7.2 Neglect

In late 2022, the Safeguarding Children Partnership Executive (SSCP) gave agreement to the development of the partnership neglect strategy. The development of a 'Neglect Strategy' allows the SSCP to apply the proper focus on the issues of neglect and meet the necessary tests of being able to comprehensively identify and respond to need, as well as understand the prevalence and contexts of need, monitor and evaluate effectiveness, communicate and raise awareness and participate in planning and commissioning, as well as to hold itself and be held accountable on delivering defined and quantifiable outcomes for children in the Borough.

Initially, a desktop review of policy and research landscape and a thematic local quantitative needs analysis was completed by end of March 2023. From this thematic and desktop review, a theory of change was created and agreed by the task and finish group. The theory of change acknowledges the Southwark context for neglect as well as the national and research-based context for neglect.

Responding to Neglect



A triangulation of quantitative intelligence with qualitative engagement with communities and partnership workforce, which was completed as the next phase of this work. This was achieved through a survey that went out to the workforce. In total, 80 members of the

workforce responded. This survey explored practitioners' knowledge, skills, confidence and gaps in support when it comes to neglect. It later informed the defining of priorities and actions for the neglect strategy.

There was also engagement with our community and people who receive our services was also explored. A focus group was completed with 10 young people who are part of Speakerbox, our Children in Care Council. Young people were asked about their views of what neglect is, and their ideas on what support is needed to tackle this issue.

A further focus group was held with parents who have experience of involvement with children's social care, and are now part of the Family Council, and also work as peer advocates for families going through child protection systems. They were also asked about their views of neglect and the support needed to tackle this issue.

Taking the research into account, the task and finish group have agreed that neglect is a public health as well as a health and social care issue. There is a strong link between poverty, deprivation and parental difficulties and neglect of children. Children living in the most deprived decile of areas are 13 times more likely to be subject to a child protection plan and 11 times more likely to be a Looked After Child than those living in the least deprived decile of areas (Bywaters et al., 2018)

The task and finish group agreed a **Vision** for the partnership work on neglect as follows:

*'Listen, believe and hear me'.
Placing Children at the heart of our response to neglect.*

This vision stems from what young people told us when we consulted them. The strategy will allow all partners to be curious about children's lived experiences, and to **listen, believe and hear** what children have to say, so that we provide highly responsive services.

The Task and finish group agreed a **set of principles** for our response to neglect. These are as follows:

- Children and young people are at the heart of what we do.
- We will support families, so that children are brought up thriving and strong.
- We will work as a joined up partnership to support families and also support each other.
- We will listen and intervene early to prevent problems from getting worse.
- We will support our workforce with the skills and tools they need to respond early and on time.
- We will work together to understand the needs of Southwark's families, the impact of neglect and to understand the impact we are making
- We will work to recognise and respond to challenges in the environment that increase stress in families

From all this research the SSCP working group put together a neglect strategy document and associated tools. This is yet to be launched by the partnership but remains a key priority for 24-25.

7.3 Learning from Case Reviews

Under [Working Together 2023](#), local safeguarding partners must make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area.

Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected and
- the child has died or been seriously harmed (serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health

All Child Safeguarding Practice Reviews will result in a report, which is published and readily accessible on the SSCP website for a minimum of 12 months, unless there are overwhelming reasons why the report should not be published.

During 2023/24 SSCP conducted the following:

A rapid review for a premature baby boy who died in hospital. Concerns were raised around neglect of a sibling, parental mental health, social isolation, considerable maternal trauma (sexual assault and forced marriage) and transient families. Learnings included the following:

- Systematic development a trauma-informed practice across the multiagency to include the trauma suffered by asylum seekers, those sexually exploited, and trauma associated with racism.
- The local Neglect Strategy addresses to the impact of self-neglect in pregnancy and the interplay with trauma.
- Review the evidence for a link between neglect and sudden infant deaths.

A second rapid review took place for an older teenager who died by suicide, a Local Child Safeguarding Practice Review is currently being undertaken and findings will be published when concluded and referenced in the 24-25 annual report.



8 Looking Ahead

The SSCP is undertaking a review of arrangements in response to the publication of Working Together 2023. The review will incorporate the following elements:

- a) Identify and agree **named lead and delegate safeguarding partners for each statutory agency**, after reviewing the functions listed in chapter 2 of WT2023
- b) Appoint **one of the delegated safeguarding partners as the partnership chair for the multi-agency arrangements**
- c) **Remove the role of independent chair** (if this is still in place)
- d) Ensure that there are **arrangements for effective independent scrutiny in place for their local area**.
- e) Consider the role of **education partners** within the partnership structure and strengthen this where necessary
- f) Publish and submit a **yearly report** by September 2024 and publish revised multi-agency arrangements by December 2024
- g) implement effective *information-sharing arrangements* between agencies
- h) Safeguarding partners should **review funding arrangements** to ensure that agencies are contributing enough to support the decision-making infrastructure and statutory requirements of local arrangements.
- i) **Review current ways of working** to support effective practice as set out in the multi-agency expectations, principles for **working with parents** and carers and the **multi-agency child protection standards**.

During 2024-2025 the partnership will continue to focus on the key priorities of neglect and serious youth violence and also cross cutting themes around domestic abuse. The focus will also be on ensuring that the review of arrangements is completed and the requirements of Working Together are embedded into the partnership. Southwark SSCP will concentrate on learning and embedding changes into practice with a focus on outcomes.



Contact information

If you have any questions about the content of this report, or thoughts about what we should include in future reports, please contact sscp@southwark.gov.uk.

If you are concerned about a child at risk in the borough of Southwark you should notify us immediately on MASH@southwark.gov.uk.

If the child has been injured you should seek advice from their GP, or in an emergency call 999.

If you believe a crime has been committed you should notify the police.

ⁱ [Briefing Note 1 National panel report.docx](#)

ⁱⁱ [Briefing note 2 Independent Review of Children SC.docx](#)

ⁱⁱⁱ [Strengthening Childrens effectiveness paper june 2022.docx](#)

^{iv} [priority setting mindmap.pptx](#)

Agenda Item 9

Meeting Name:	Education and Local Economy Scrutiny Commission
Date:	8 April 2025
Report title:	Education and Local Economy Scrutiny Commission Work Programme 2024-25
Ward(s) or groups affected:	N/a
Classification:	Open
Reason for lateness (if applicable):	N/a
From:	Scrutiny Officer

RECOMMENDATIONS

1. That the education and local economy scrutiny commission note the work programme as at 8 April 2025 attached as Appendix 1.
2. That the education and local economy scrutiny commission consider the addition of new items or allocation of previously identified items to specific meeting dates of the commission.

BACKGROUND INFORMATION

3. The general terms of reference of the scrutiny commissions are set out in the council's constitution (overview and scrutiny procedure rules - paragraph 5). The constitution states that:

Within their terms of reference, all scrutiny committees/commissions will:

- a) review and scrutinise decisions made or actions taken in connection with the discharge of any of the council's functions
- b) review and scrutinise the decisions made by and performance of the cabinet and council officers both in relation to individual decisions and over time in areas covered by its terms of reference

- c) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas
- d) question members of the cabinet and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects and about their views on issues and proposals affecting the area
- e) assist council assembly and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues
- f) make reports and recommendations to the cabinet and or council assembly arising from the outcome of the scrutiny process
- g) consider any matter affecting the area or its inhabitants
- h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- i) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance
- j) conduct research and consultation on the analysis of policy issues and possible options
- k) question and gather evidence from any other person (with their consent)
- l) consider and implement mechanisms to encourage and enhance community participation in the scrutiny process and in the development of policy options
- m) conclude inquiries promptly and normally within six months

4. The work programme document lists those items which have been or are to be considered in line with the commission's terms of reference.

KEY ISSUES FOR CONSIDERATION

5. Set out in Appendix 1 (Work Programme) are the issues the education and local economy scrutiny commission is due to consider in 2024-25.

6. The work programme is a standing item on the education and local economy scrutiny commission agenda and enables the commission to consider, monitor and plan issues for consideration at each meeting.
7. As of 22 May 2024 the commission also now has within in its remit the cabinet portfolio elements listed below:

Children, Education & Refugees (Councillor Jasmine Ali, Deputy Leader and Cabinet Member)

- **Early years and childcare** – including children and family centres, early years education, childminders and nurseries
- **Schools** – including school standards, inclusion, places and admissions; special education needs; free healthy school and nursery meals and fruit; healthy schools and Southwark's Let's Go Zero schools network
- **Further, higher and adult education** – including English for speakers of other languages (ESOL), adult literacy and numeracy; and scholarships
- **Children's social care** – including children in care and care leavers, fostering and adoption, support for children with disabilities and their families; and child safeguarding
- **Family support** – including parenting programmes, the council's sure-start for teenagers service and support for families who are providing unpaid care for a child with a disability or health condition, including respite care
- **Youth offending services.**

Climate Emergency (green economy), Jobs & Business (Councillor John Batteson)

- **Greening our local economy** - engaging local people, businesses and organisations in action to reduce carbon emissions; delivering more green jobs, promoting climate justice; and reducing the council's own emissions
- **Increasing employment** - support to find a job or start a new career; careers advice and work experience; paid internships; supporting young people and care leavers' into employment, education and training; relationship with Jobcentre Plus; supporting businesses to engage with schools and colleges (including the Education Business Alliance)
- **Vocational Skills** - including apprenticeships, vocational training and skills centres
- **Businesses support** - for local businesses, cooperatives, social enterprises and entrepreneurs; increasing procurement from local businesses; and relationships with local business groups and Business Improvement Districts.
- **High streets** – including town centre action plans, Thriving Highstreets Fund, markets

- **Commercial property** – management, leasing and rent setting of the council's retail and commercial units, office accommodation and related property
- **Industrial strategy** - growing industries that generate good jobs and wider value for our community, including green industries, life sciences and creative and cultural industries
- **Living Wage** - promoting the London Living Wage employers
- **Workers' rights** - promoting good employment practices and equality and diversity at work and trade union membership.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Education and Local Economy Scrutiny Commission agenda and minutes	Southwark Council Website	Amit Alva Amit.alva@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListMeetings.aspx?CId=550&Year=0		

APPENDICES

No.	Title
Appendix 1	Work Programme 2024-25

AUDIT TRAIL

Lead Officer	Amit Alva, Scrutiny Officer	
Report Author	Amit Alva, Scrutiny Officer	
Version	Final	
Dated	31 March 2025	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	31 March 2025	

Education and Local Economy Scrutiny Commission Work Programme – 2024/25

Meeting	Agenda items	Comment
4 September 2024	Parent Carer Forum Representative (SEND)	To hear from a Parent Carer Forum representative on Special Education Needs and Disabilities (SEND).
	Early Intervention and SEND including EHCP's <ul style="list-style-type: none"> • SEND IF Formula • EHCP backlog, timelines for processing • No. of Early interventions carried out • Improvements for EHCP Process in Southwark 	To receive a presentation and written/verbal responses on Early Intervention in Special Educational Needs and Disabilities (SEND); and Education and Health Care Plan (EHCP) backlogs and processing timelines.
	Cabinet Member Interview- Children, Education & Refugees	To interview Councillor Jasmine Ali covering a holistic overview of key strategies and projects under the Cabinet member portfolio for Children, Education and Refugees with a focus on key aspects.

26 September 2024	Draft Town Centre Action Plan	To receive the Draft Town Centre Action Plan from Cabinet Member for Climate Emergency, Jobs & Business, Councillor John Batteson, Danny Edwards, Head of Economy and Libby Dunstan, Principal Strategy Officer.
	Cabinet Member Interview- Climate Emergency, Jobs & Business	To interview Cabinet Member for Climate Emergency, Jobs & Business, Councillor John Batteson covering a holistic overview of key strategies and projects under the cabinet member portfolio.
Meeting	Agenda items	Comment
18 November 2024	Education and Health Care Plan (EHCP) <ul style="list-style-type: none"> • Update on EHCP back logs (challenges faced in EHCP assessments) • Number of appeals cases in Southwark in EHCP compared to the number of appeal cases dropped (EHCP granted). • Southwark Council's Legal team's role in EHCP appeals cases. • Monies spent on SEND places for Southwark Children in schools outside of Southwark. 	To get an update from Anna Chiva, Assistant Director for SEND on EHCPs'.

	<p>Interviewing retired Headteacher (working with SEND) and SEND tribunal mediator.</p> <ul style="list-style-type: none"> • Personal experience with Southwark • Challenges dealing with SEND in Southwark. • Improvements needed in Southwark SEND based on their experiences. 	<p>To hear from Retired Headteacher, Fran Goggins working with SEND and SEND Tribunal Mediator, Catriona Ogilvy on SEND.</p>
	<p>Inclusions in schools</p> <ul style="list-style-type: none"> • Schools with high number of exclusions • Demographics of exclusions • Schools with no exclusions • Persistent absences (demographics of schools with absences) 	<p>To hear from the executive headteacher GEM Federation of Schools (primary school) on dealing with persistent absences successfully.</p> <p>To receive reports from Jenny Brennan, Assistant Director, Family Early Help and Youth Justice on persistent absences and permanent exclusions in schools.</p> <p>To receive a presentation from Cllr Jasmine Ali on Inclusion in Schools.</p> <p>To also hear from a secondary school teacher on issues around schools' exclusions.</p>

Meeting	Agenda items	Comment
4 February 2025	Working Links between Education and Health (SEND)	To receive a report from Russell Jones, Assistant Director – (Dual Role) Integrated Commissioning Southwark Council and South-East London, Integrated Care Board (SEL ICB) on Working links between Education and Health - Special Educational Needs and Disabilities (SEND).
	EHCP Assessment Processes – Chair's Feedback	Chair's feedback from the meeting with officers (SEND) on EHCP Assessment Processes.
	Cabinet Response to Scrutiny Recommendations, 2023-24 <ul style="list-style-type: none"> • School amalgamations and Closures • Community Wealth Building and Youth Employment 	To note the Cabinet response to this commission recommendations from the year 2023-2024.
8 April 2025	Draft Scrutiny recommendations and report	To discuss Draft Scrutiny Recommendations and Report with the commission for the 2024-2025 year.
	Southwark Safeguarding Children Partnership (SSCP)	To receive a report from Alasdair Smith, Director, Children & Families on SSCP.
	East Street Traders	To receive an update from R. Lindon on the East Street Market renovation project.
	Youth Employment Support	To receive a report from Cllr John Batteson, Cabinet Member for Climate Emergency, Jobs and Business and Nick Wolff, Employment and Skills Manager on Youth Employment Support.

Education and Local Economy Scrutiny Commission

MUNICIPAL YEAR 2024-25

AGENDA DISTRIBUTION LIST (OPEN)

NOTE: Original held by Scrutiny Team; all amendments/queries to Amit Alva Tel: 020 7525 0496

Name	No of copies	Name	No of copies
Electronic Copy		Joseph Brown – Senior Cabinet Officer	
Members:		Euan Cadzow-Webb - Liberal Democrat Group Office	
Councillor Cassandra Brown (Chair) Councillor Rachel Bentley (Vice-Chair) Councillor Sunil Chopra Councillor Renata Hamvas Councillor Jon Hartley Councillor Youcef Hassaine Councillor Irina Von Wiese		Sarauniya Shehu- Cabinet Office Manager	
Education Representatives Martin Brecknell			
Parent Governor Representatives Marcin Jagodzinski Jonathan Clay			
Reserves Members			
Councillor Gavin Edwards Councillor Ketzia Harper Councillor Sunny Lambe Councillor Jason Ochere Councillor Victor Chamberlain Councillor Adam Hood			
		Dated: March 2025	