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| Meeting Name: | Cabinet |
| Date: | 15 October 2024 |
| Report title: | Response to the Education and Local Economy Scrutiny Commission - School amalgamations and closures |
| Cabinet Member: | Councillor Jasmine Ali Deputy Leader and Cabinet Member for Children, Education and Refugees |
| Ward(s) or groups affected: | All |
| Classification: | Open |
| Reason for lateness (if applicable): | Not Applicable |

FOREWORD - COUNCILLOR JASMINE ALI, DEPUTY LEADER AND CABINET MEMBER FOR CHILDREN, EDUCATION AND REFUGEES

The Education and Local Economy Scrutiny Commission has submitted a timely report to Cabinet on the issue of School Amalgamation and Closure. We thank the Commission for their detailed work and recommendations.

Falling school rolls have had a huge impact on London councils, not least here in Southwark. Cabinet and indeed the Commission will note that Southwark has been recognised as a beacon for our *Keeping Education Strong* strategy, which brought the council and local schools together to find a plan to deal with the crisis.

The cause of falling numbers of children in our schools is a combination of factors, from Brexit, declining birthrates, the cost-of-living crisis and the sharp rise in rents and house prices.

The Commission's recommendations have been carefully considered by our education department and legal team. Here is a short summary of our response.

Recommendations one and two

These call on Cabinet to act in accordance with the Southwark Stands Together policy and investigate employment practice and a suggested disparity in the treatment of Global Ethnic Majority staff members in schools. They propose we review the hiring policy in schools in an effort to increase and encourage the recruitment, training and career progression of Global Ethnic Majority staff. We cannot fully accept these recommendations. We can only partially accept them for our grant-maintained schools; we are unable to accept this for academies, free schools or private schools as by law they have their own Human Resource Services.

Our education team will continue its work with grant-maintained schools on good employment practice and will share best practice between our schools and other schools in the borough.

Recommendation three

This calls for Cabinet to review hiring policy to increase and encourage the recruitment, training and career progression of Global Ethnic Majority staff in schools. As above we cannot legally accept this recommendation.

We will continue to deliver training programmes designed to equip those involved with the recruitment processes within grant-maintained schools, with the training, skills and knowledge to recognise and mitigate unconscious bias, in the spirit of our own equalities practice and the Southwark Stands Together commitment.

Recommendation four

This calls on the council to review its communications with schools that may be impacted with amalgamation or closure.

We fully accept this recommendation.

I can assure the commission that our approach to early identification of concerns about falling pupil rolls and ongoing communication with schools at risk of closure and amalgamations has been reviewed. Steps have already been taken to address lessons learned from previous delivery and the discussions of the Education & Local Economy Scrutiny Commission. Further work will be undertaken to embed a more robust and consistent approach.

Recommendation five

This calls on cabinet to review nursery budgets with financial deficit that impact on families with special education needs and disabilities.

We can accept this recommendation.

I am happy to say that we work collaboratively with nurseries. The council has reviewed all maintained nursery budgets and those with financial deficits have been proactively approached to understand what support can be put in place to ensure they can take necessary steps to address their budgetary issues.

Recommendation six

This asks Cabinet to explore all possible options on supporting all LA maintained nurseries, ensuring they can maintain their provision and stay open, especially but not limited to Kintore Way nursery going forward.

We accept this recommendation.

The council is actively working to support maintained nursery schools with their budget issues through the licensed deficit framework within the council Scheme for Financing Schools, and is committed to working with governing bodies to improve their long-term sustainability. The Council has successfully worked with Kintore Way and The Grove Nursery Federation to develop a pilot early years resource base provision across their nursery sites, which went live in September 24.

The council has worked with Schools Forum to significantly increase the funding allocated to the Early Years SEND Inclusion Fund to support children with additional needs who do not have an Education, Health and Care Plans (EHCP), many of whom attend nursery schools.

Recommendation seven

This calls for an in-depth review of the processes and timelines for the Early Years SEND Inclusion Fund and EHCP.

This recommendation is accepted.

A comprehensive programme of activity to review all our Early Years SEND Inclusion Fund and EHCP processes has been launched, and forms the core of the Council's SEND Improvement Programme which is overseen by the newly re-established SEND and Inclusion Strategic Partnership Board.

Recommendation eight

This calls for the council to continue to provide strategic leadership and effective governance within its current processes for amalgamation of schools.

This recommendation is accepted.

Dedicated project resources have been assigned to ensure a more seamless single point of contact approach for schools being supported through closure or amalgamation processes. This will ensure more timely delivery of the statutory processes, and effective and consistent communications with parents and the local community. More robust programme oversight has been established to ensure that statutory timescales are met.

The Council's Education Service will ensure all previous and future activity delivered under the Keeping Education Strong strategy, including closures, place reductions and amalgamations, will be subject to a lessons learned review and that the first of these will be completed before the end of the municipal year.

The council will continue to work in partnership with schools facing difficulty to ensure they are supported through transitions and that this work fully recognises the specific needs and impacts on individual communities, through our equalities framework.

Conclusion

While not all the recommendations can be accepted, on balance I believe the commission and cabinet can agree that we are in a better position than we were when dealing with the fallout of falling school rolls. We would like to thank the Commission for their work and our education team for their detailed response. We are all clearly committed to protecting our schools from the realities of falling school rolls where school places exceed demand. At the same time we continue to support our schools' staff, pupils and families working together to keep education strong in Southwark.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That the Cabinet approve the response to the Education and Local Economy Scrutiny Commission report and recommendations on School Amalgamations and Closures of 22 July 2024, as set out in paragraphs 8 to 49 of this report.

REASONS FOR RECOMMENDATIONS

2. This report sets out responses to the recommendations set out in the Education and Local Economy Scrutiny Commission report and recommendations on School Amalgamations and Closures of 22 July 2024.
3. The commission's recommendations impact on various departments across the council. All relevant service areas have contributed to the response set out in this report.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4. None - The council's constitution requires that a response to scrutiny recommendations is made to cabinet within two months.

BACKGROUND INFORMATION

5. The Education and Local Economy Scrutiny Commission Report – School Amalgamations and Closures, was received by Cabinet on 22 July 2024.
6. The report made eight recommendations. Having considered the recommendations, the Council's response is set out in this report.

KEY ISSUES FOR CONSIDERATION

Recommendation 1

7. That the cabinet in accordance with the council's commitment to tackle racial inequality and the 'Southwark Stands Together' initiative, recognises the importance of Global Ethnic Majority representation throughout the school workforce, and investigate disparities relating to HR processes especially in redundancies and retention. And also that the Cabinet develop a long term plan to address disparities in redundancies by monitoring diversity and identifying trends over time, with actions beginning within the first quarter of the new municipal year 2024-2025 as below
 - Equality Impact Assessments (EIA) are used to monitor over time, identifying trends in redundancy percentages of staff with protected characteristics across the school workforce.
 - Acknowledge and value the contributions of school support staff who are Global Majority and are in higher proportions in the school workforce and are deeply embedded in school communities

- Work with schools, academies and local trade unions, to raise awareness of and tackle disparities in redundancies
- Monitor retention of Global Majority staff across the school workforce, identifying any emerging trends and also respond to concerns.

Response to recommendation 1 - Accepted

8. This recommendation is accepted for the council maintained school workforce. It is not possible to accept this recommendation for academy and private schools as we have no access to their data, we are not their employer, and they do not use council Schools Human Resources Services.
9. The council will embed the investigation of disparities in human resource processes by routinely undertaking an equalities impact analysis of the statutory annual school workforce return that it coordinates in November each year for its maintained schools. This will deepen understanding of trends in redundancies of staff with protected characteristics across the workforce. The council's Education Services' will use this analysis in their engagement with council maintained schools and trade unions to ensure key messages are understood across the school system, and this is reinforced with updated best practice guidance and standards information provided by the local authority.
10. The Council will continue to advise and support its maintained schools to complete an Equality Impact Assessment as part of any organisational change process. The use of the Equality Impact Assessment is an essential tool in enabling a school to identify any disparities and for the school governing body to take appropriate action.
11. The Council will continue to work in close partnership with its maintained schools to influence and address any disparities in redundancies and retention. School governing bodies will continue to be advised they should consider the equalities make up of their staff on an annual basis and have regard to equality considerations within staff retention and any redundancy processes.
12. For matters of policy and procedure in all schools the school governing body is the responsible authority with the council acting only in the role of modelling best practice, influencing and offering advice and guidance.

Recommendation 2

13. That the Cabinet to put together a long term plan to address disparities in disciplinary, with actions beginning within the first quarter of the new municipal year 2024-2025 as below
 - Ensure the diversity of governance panels and governance boards involved in disciplinary cases including informal cases, with equal and fair representation of the demographic of school staff including pupils and school support staff
 - Work with schools and academies, as well as local trade unions, to raise awareness of and tackle disparities in disciplinary.

Response to recommendation 2 - Accepted

14. This recommendation is accepted for the council maintained school workforce. It is not possible to accept this recommendation for academy and private schools as we have no access to their data, are not their employer, and they do not use council Schools Human Resources Services.
15. The council will continue to work with the council maintained schools to raise awareness of, and tackle, disparities in disciplinary action. Council maintained schools, and the council teams that support them, acknowledge the critical importance of ensuring that disciplinary processes are fair, transparent and equitable for all staff. Formal disciplinary hearings are conducted by individual school governing body panels with all decisions relating to them made by school governors, not by the council.
16. The council's Schools' Human Resources and School Governor Services will continue to work in close partnership with council maintained schools to influence and provide advice and guidance to increase board diversity and promote the importance of having school governing bodies and disciplinary panels that reflect the communities they serve. The council can only influence and advise as it has no legal authority to do more, save in exceptional circumstances.
17. The council's School Governor Services will continue to work closely with council maintained school governing bodies to support diverse school governing board recruitment and actively promotes the Inclusive Governance Campaign.
18. The council's Schools' Human Resources and Legal Services will continue to provide targeted training to governors, equipping them with the skills to conduct formal disciplinary hearings with fairness and objectivity.

Recommendation 3

19. That the Cabinet, in accordance with the council's commitment to tackle racial inequality and the 'Southwark Stands Together' initiative, review the hiring policy in schools in an effort to increase and encourage the recruitment, training and career progression of Global Ethnic Majority (GEM) members of staff, in all levels of school staff, support staff, teaching staff, teaching assistants, Headteachers, Senior Leadership Teams and managers within the 2024-2025 municipal year.

Response to recommendation 3 - Not Accepted

20. This recommendation is not accepted. The Council has no legal authority to review and amend hiring policy in schools, this responsibility sits with the individual school governing bodies for all schools.
21. The council's Schools' Human Resources and School Governor services will continue to support council maintained schools to be more inclusive and equitable. This includes promoting the use of guidelines on forming diverse

and inclusive recruitment panels which have been developed to help governing bodies ensure that such panels reflect a wide range of perspectives and experiences. This approach helps to minimise biases and promotes fair decision-making throughout the hiring process.

22. The council will continue to deliver training programmes designed to equip those involved in the recruitment process within council maintained schools, with the skills and knowledge necessary to recognise and mitigate biases. These programmes are essential in fostering a more equitable recruitment environment, ensuring that all candidates—particularly those from Global Ethnic Majority (GEM) backgrounds—have equal opportunities to succeed. These approaches and training opportunities will continue to be rolled out through the academic year 2024/25 and developed in partnership with our schools community.

Recommendation 4

23. That the Cabinet immediately review its communication process with schools at risk of closures and amalgamations to ensure,
 - Tracking of pupil numbers and the evolution within the KES strategy, with regards to schools at risk of closure/amalgamations is clearly visible to schools on an ongoing basis. That the KES strategy evolves and can respond to the reality in the ground in schools.
 - Early review and mitigation measures for budgetary deficit such as nursery initiatives and resource based provisions, with a commitment to proactively working with nurseries to prevent closures.
 - Clear channels of communication with schools on budget deficits as per the Keeping Education Strong strategy and also that schools receive timely responses from the council on any issues, and that the council engages and works with schools and parents when concerns are raised, to find the best possible solutions.

Response to recommendation 4 - Accepted

24. This recommendation is accepted.
25. The approach to early identification of concerns about falling pupil rolls and ongoing communication with schools at risk of closure and amalgamations has been reviewed. Steps have already been taken to address lessons learnt and the discussions of the Education & Local Economy Scrutiny Commission. Further work will be undertaken embed this.
26. The Council will continue to track pupil numbers on a termly basis through Department for Education school census returns that all schools complete, and through the council's admissions process its maintained schools via which places are allocated to new pupils. It is recognised that the numbers of pupils in any school may fluctuate up or down over the school year. This will be picked up through this process ensuring that officers are able to use the latest intelligence to understand the position with pupil numbers in each school. The

findings of this activity are now routinely shared with schools so that trends and trajectories of concern are identified earlier, and future planning discussions can commence promptly.

27. The council has a rigorous schools in financial deficit process through which council maintained schools are challenged and supported to manage budget deficits. Where possible the council will explore opportunities for the development of additional provision, such as nursery or resource based provision, to support improvements in a school's financial position. This is assessed on a case by case basis, starting with whether the provision is needed and also considering its impact on finances. Extending services also comes with additional costs so the net effect on the school may not always be positive, but these opportunities are and will be explored in all instances.
28. Positive changes have been made to our proactive communications approach with schools including a new approach to undertaking an annual risk assessment of all council maintained primary schools taking into consideration pupil numbers, finance and education standards. The outcome of the risk assessment is communicated to schools, and is followed up with advice and support from school advisors and other officers.
29. Where schools are identified for further action from the annual risk assessments the Children's Services division is creating additional and dedicated project and communications capacity to ensure single responsible individuals are holding the continuing activity including communications and engagement with schools during these processes. This also includes working alongside school leaders and governing bodies to ensure parents are properly and sensitively engaged throughout any proposed change process.

Recommendation 5

30. That the Cabinet review nursery budgets with financial deficits and aim to reduce the impact on the nurseries' and its SEND provisions, whilst also ensuring the additional DfE funding is equitable and funding criteria's are established among nurseries in need; and also to proactively approach nurseries with budgetary deficits within the within the first quarter of the new municipal year 2024-2025.

Response to recommendation 5 - Accepted

31. This recommendation is accepted.
32. The council has reviewed all maintained nursery budgets and those with financial deficits have been proactively approached to understand what support can be put in place to ensure they can take necessary steps to address their budgetary issues.
33. The funding framework for maintained nursery schools is set by government nationally through the early years funding formula and the council's Finance Department ensures all nursery schools are paid according to this set formula.

34. A comprehensive programme of work is being undertaken to improve the earlier identification of children with additional needs in nursery and before they enter nursery, through joint work with NHS services. This will support nursery schools to apply for additional funding earlier where necessary, and provided through the local Early Years SEND Inclusion Fund (SENDIF) or Education, Health and Care Plans as appropriate.
35. SENDIF funding criteria has been recently reviewed and designed collaboratively with nursery schools and providers, and this has included developing new digital mechanisms in order to streamline applications processes and ensure funding can be requested and released in a more timely fashion. The budget available for this early years additional funding has also been increased by over 150% for the current academic year.

Recommendation 6

36. That the Cabinet explore all possible options with regards to supporting all LA maintained nurseries and its provisions ensuring they can maintain their provision and stay open, especially but not limited to Kintore Way (KW) nursery going forward
 - Early years SEND funding (EHCP) for children under 5 in nurseries
 - Pilot programme of Resource Based Provision proposed for 3 posts of staff supporting 20 SEND children in a designated area of the nursery
 - Clearly devise a long term plan for reducing the budget deficit ensuring long term financial sustainability
 - That measures such as the ones listed above are considered swiftly if any nursery is at risk of having to reduce provision or close.

Response to recommendation 6 - Accepted

37. This recommendation is accepted.
38. The council will explore all viable options to support council maintained nurseries. It is recognised that the funding framework for maintained nursery schools is set nationally through the early years funding formula and associated guidance which requires all settings to be funded on an hourly rate based on numbers of children attending. Some supplementary funding for nursery schools is provided through this formula but the issue of whether this is sufficient to cover their higher operating costs of council maintained nurseries in the longer term is a nationally recognised challenge. Steps have however been taken, as described in the response to recommendation 5, to ensure more funding is available for under 5s provision and that this is more easily available when needed.
39. The council is actively working to support maintained nursery schools with their budget issues through the licensed deficit framework within the council Scheme for Financing Schools and is committed to working with governing bodies to improve their long term sustainability.

40. Also as noted in the response to recommendation 5, the council has worked with Southwark Schools Forum to significantly increase the funding allocated to the Early Years SEND Inclusion Fund to support children with additional needs who do not have an EHCP, many of whom attend nursery schools.

Recommendation 7

41. That the Cabinet commission officers to do an in-depth review of the processes and timelines for SENDIF and EHCP, with an aim to investigate and mitigate the factors causing backlogs and long waiting times and also aim to complete this by May 2025.

Response to recommendation 7 - Accepted

42. This recommendation is accepted.
43. A comprehensive programme of activity to review all our Early Years SEND Inclusion Fund (SENDIF) and Education, Health and Care Plan (EHCP) processes has been launched and forms the core of the Council's SEND Improvement Programme which is overseen by our SEND and Inclusion Strategic Partnership Board.
44. SENDIF funding processes have been reviewed and a new streamlined digitally enabled application process is due to be launched in the coming months.
45. The Council has invested significant funds into increasing capacity in the EHCP system to mitigate caseload issues impacting on timeliness. Over the last 6-months there has been a significant increase in the timeliness of these processes. The council remains ambitious to deliver a good service to all residents and will continue to invest in improving performance.

Recommendation 8

46. That the Council continue to provide strategic leadership and effective governance within its current processes for amalgamation of schools, factoring in some key aspects.
- Demographics of both the schools with regards to diversity, faith and culture
 - Adhering to amalgamation process timeline of 23 weeks
 - Local Authority support and investment
 - Effective communication with parents in explaining stages of the amalgamation process.
 - That the council assign resources to ensure schools are given sufficient support to oversee amalgamations (for example a project manager/single point of contact with overall responsibility)

- In cases of amalgamations, that the council has a plan to ensure the new school is supported in giving its staff secure contracts for the year ahead; given that, a merged school is new/expanded it will not have census data from the previous year to accurately reflect expected pupil numbers
- That the council has a process for formally reviewing all amalgamations that have taken place and ensure all lessons are learnt and where there are positive stories, these are celebrated and shared.
- That the enormous amount of work required by the school leadership and staff for a successful amalgamation is recognised and celebrated through offering the school support for positive news coverage through a media “event”, additional Inset days for staff, special awards for staff and honoraria payments, special awards for children or the school as whole.

Response to recommendation 8 - Accepted

47. This recommendation is accepted.

Policy framework implications

48. There are no additional policy framework implications linked to these recommendations.
49. The service remains committed to the council’s priorities, values and commitments to serve Southwark.

Community, equalities (including socio-economic) and health impacts

Community impact statement

Equalities (including socio-economic) impact statement

Health impact statement

50. There are no additional community, equalities or health impacts associated with the recommendation or the response to these recommendations. However, in delivering the responses in general the Council will seek to continue to use its position of influence to deliver increasingly positive and equitable outcomes for global ethnic majority, vulnerable and disadvantaged groups.
51. The recommendations and response also recognise the need for closer and more consistent engagement with communities where there are potential impacts on the cohesion of those communities due to difficult decisions made in relation to the schools and their sustainability. The response to these recommendations will promote more transparency and quality of engagement on these issues to support communities through any future potential changes.

Climate change implications

52. There are no specific climate change implications over and above recommendations and responses to these recommendations.

Resource implications

53. There are no additional resource implications not already described in the above recommendations and responses to these recommendations.

Legal

54. Community schools operate under a distinctive governance structure, with a dual employer system comprised of the governing board and the council. In line with its statutory duty, the council delegates the financial responsibilities to the governing board, granting them the authority to make crucial employer decisions. This includes the appointment of staff, including the headteacher.
55. Most governing boards delegate staffing decisions to the headteacher. Therefore, the governing board, or as may be delegated by them, the headteacher, assumes responsibility for a spectrum of decisions, ranging from day-to-day management to overarching strategic choices.
56. The council has a range of statutory employer functions it performs. For example it confirms the appointment and dismissal of staff, following the governing board's decision, but plays no other part in that decision making process. The local authority also sets the terms and conditions for which staff employed in these schools are appointed on.
57. In summary, the governing board of each council maintained community school is legally responsible and accountable for staffing decisions. These are not the responsibility of the council. The council is an arm's length employer in those schools where it is also legally the employer and does not become involved in day-to-day operational decisions.
58. Voluntary aided schools are often, but not always, church or faith schools. Although these schools are maintained and receive funding through the local authority, the local authority has no employer responsibilities. Voluntary aided schools have greater autonomy than other maintained schools in terms of admissions, employment of staff and religious education. The Diocese is the responsible body for voluntary aided schools.
59. Academy schools are funded directly by the Department for Education (DfE) and operate independently of the council. The council does not have any statutory employer responsibilities.

Consultation

60. The responses to the recommendations of the scrutiny committee are drawn from a number of ongoing improvement activities which have and

continue to be undertaken in partnership, consultation, co-design and co-production with relevant and affected groups. Including for example the Southwark Independent Voice – Parent Carer Forum for children with special educational needs and disabilities, workshops and surveys open to all children and young people with special educational needs and disabilities, and their parents and carers; and school leaders and the school workforce.

Other officers

61. There are none.

BACKGROUND DOCUMENTS

| Background Papers | Held At | Contact |
|---|---|---------------------------------|
| Cabinet – 6 December 2022 Closure of St Francis Cabrini Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7760 | Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| December 2022 – Individual Decision Maker decision Approval to consult on the proposed closure of Townsend Primary School from 31 August 2023 https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7780 | Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| March 2023 – Individual Decision Maker decision Approval of Publication of Closure Proposals for Townsend Primary https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7834 | Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| Cabinet – 13 June 2023 Closure of Townsend Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=7881 | Children and Families Directorate, 4 th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |

| Background Papers | Held At | Contact |
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| Cabinet – 6 March 2024 Closure of Ann Bernadt Nursery School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8044 | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| March 2024 – Individual Decision Maker decision Comber Grove Primary School - publication of closure proposals https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8055 | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| Cabinet – 17 June 2024 Closure of Comber Grove Primary School https://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=8111 | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| Public Sector Equality Duty (PSED) https://www.gov.uk/government/publications/public-sector-equality-duty-guidance-for-public-authorities | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |
| Cabinet 22 July 2024 Report of the Education and Local Economy Scrutiny Commission: Review of School Amalgamations and Closures https://moderngov.southwark.gov.uk/documents/s121633/Report%20Education%20and%20Local%20Economy%20Scrutiny%20Commission%20School%20Amalgamations%20and%20Closures.pdf | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |

| Background Papers | Held At | Contact |
|---|---|---------------------------------|
| Cabinet 22 July 2024 Southwark 2030 https://moderngov.southwark.gov.uk/documents/s121640/Appendix%201%20-%20Southwark%202030%20strategy.pdf | Children and Families Directorate, 4th Floor, Children and Adult Services, 160 Tooley Street, London, SE1 2QH | Alasdair Smith 020 7525 0654 |

APPENDICES

| No. | Title |
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| None | |

AUDIT TRAIL

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|---|---|------------------------|
| Cabinet Member | Councillor Jasmine Ali Deputy Leader and Cabinet Member for Children, Education and Refugees | |
| Lead Officer | David Quirke-Thornton Strategic Director of Children and Adult Services | |
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| | Officer Title | Comments Sought |
| | Assistant Chief Executive, Governance and Assurance | No |
| | Strategic Director, Resources | No |
| | Cabinet Member | Yes |
| | Date final report sent to Constitutional Team | 4 October 2024 |