

Southwark’s Schools Forum Constitution and Terms of Reference

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Author name and contact details:	Donna Muir donna-marie.muir@southwark.gov.uk
Officer to present the report and title:	Donna Muir Head of Governor Services

PURPOSE OF THE REPORT

1. This report provides the final Constitution and Terms of Reference for Southwark’s Council’s Schools Forum and its proposed subgroups for adoption by the members of the Forum for the 2025/26 academic year.
2. The report also presents an updated Business As Usual (BAU) schedule for adoption.

RECOMMENDED ACTION FOR SCHOOLS FORUM

That the Schools Forum

3. Adopt¹ the:
 - Southwark Schools Forum constitution (**Appendix A**), containing the Forum’s Terms of Reference, Membership and Operating Principles; and
 - Following Subgroups’ Terms of References:
 - o High Needs Subgroup (**Appendix B**);
 - o Schools Financial Support Panel (**Appendix C**); and
 - Amended BAU schedule (**Appendix D**).

¹ For recommendations requiring a Schools Forum decision, the following voting eligibility must be included:

All members will have one vote and are entitled to vote on all matters put to a vote, subject to the following restrictions:

- de-delegation from mainstream maintained schools budgets is limited to the mainstream maintained school’s members where separate approval will be required by primary and secondary phase members.
- retention of funding for statutory duties relating to maintained schools only is limited to maintained primary, secondary, special and PRU members.
- amendments to the school funding formula, for which the voting is restricted by the exclusion of non-schools members except for PVI representatives.

BACKGROUND INFORMATION

4. The council's Schools Forum has undergone a period of development and improvement over the past year, supported by a governance review (presented June 2024) and the subsequent implementation and conclusion of a governance and improvement task and finish group (concluded June 2025). Both supported an evaluation of the Schools Forum Constitution, and a fully reviewed and updated Constitution was presented and approved by Schools Forum (January 2025). An agreed forward plan and BAU schedule is in place to ensure compliance and robustness of process and decision making.
5. As part of the BAU schedule, the Constitution and Terms of Reference for Schools Forum and any sub groups will be presented at the first Schools Forum meeting of the year. All will have been reviewed and proposed changes outlined to the forum. This task was originally attributed to the Schools Forum clerk, but it is proposed that the responsibility is amended to the Head of Governor Services as this better aligns with the responsibilities of this role.
6. The following constitutional documents reflect any proposed changes. These are also outlined in this report.

KEY ISSUES FOR CONSIDERATION

Constitution and procedural issues

7. The Schools Forum Constitution is attached at **Appendix A** and covers:
 - A. the terms of reference;
 - B. the membership; and
 - C. operating principles
8. The Constitution provides sufficient capacity to support a clear understanding of the Schools Forum's role and its ability to contribute to high-quality decision-making, whilst also promoting active participation and broad engagement across all sectors in discussions and the decision making process. It also meets proportionality guidelines as per the school census data from October 2024 and as agreed by Schools Forum (June 2025). Moving forward, this will align with January census data as outlined in the annual membership update (presented June 2025) and all reviews and updates will follow the BAU programme outlined in **Appendix D** and the previously agreed forward plan.

Schools forum subgroups

9. Currently there are two subgroups of the Schools Forum:
 - High Needs Subgroup (HNSG);
 - Schools Financial Support Panel (SFSP); and

10. Both have been in existence for some time and their proposed terms of reference are contained at Appendix B and C, respectively.
11. The HNSG Terms of Reference and membership were reviewed, and proposed amendments were presented to the group in June 2025. At that meeting, it was agreed to recommend a revised membership total of 14. This change aims to ensure a more manageable group size while maintaining the same pupil number proportionality as applied to the Schools Forum membership.
12. The SFSP terms have been reviewed with minimal amendments. Forum members should note the addition of meetings being held predominantly virtually and the current vacancy for a chair.

Business as Usual Schedule

13. The BAU schedule was presented to and agreed by the forum as part of the concluding report to the Governance Task and Finish Group (June 2025). Given that this is the inaugural year of the schedule, adjustments may be necessary, and flexibility will ensure that tasks align with the appropriate officers. The presentation of the Constitution of Schools Forum has therefore been amended to be the responsibility of the Head of Governor Services as well as reporting on the Forward Plan. No other amendments were made.

CONCLUSION AND NEXT STEPS

14. Schools Forum is asked to adopt the constitutional documents referred to above.

APPENDICES

Appendix A	Southwark Schools Forum - Constitution
Appendix B	High Needs Subgroup - Terms of Reference
Appendix C	Schools Financial Support Panel - Terms of Reference
Appendix D	Business As Usual Schedule

Introduction

The Schools Forum is a decision making and consultative body formed to advise Southwark Council, as the LA, on the operation of the local schools' budget, and its distribution among schools and other bodies as defined in the [School and Early Years Finance and Childcare \(Provision of Information About Young Children\) \(Amendment\) \(England\) Regulations](#).

The [Schools Forums \(England\) Regulations 2012](#) govern the composition, constitution and procedures of schools forums.

This document is divided into three sections:

1. Terms of reference
2. Membership
3. Operating principles

Further information, including the [Schools Forum Operational and Good Practice Guide](#) published by the Education and Skills Funding Agency (ESFA) can be found on their website.

1. Terms of reference

Statutory status

- 1.1 Southwark's Schools Forum was established under the [School Standards and Framework Act 1998, section 47A](#).

Annual decisions

- 1.2 The overarching areas on which the Schools Forum makes decisions on LA proposals are:
 - de-delegation from mainstream maintained schools budgets for prescribed services to be provided centrally
 - to create a fund for significant pupil growth in order to support the LA's duty for place planning and agree the criteria for maintained schools and academies to access this fund
 - to create a fund for falling rolls if a schools' surplus capacity is likely to be needed within the next three years to meet rising pupil numbers and agree the criteria for maintained schools and academies to access this fund
 - agreeing other centrally retained budgets, including for LA statutory responsibilities
 - funding for central early years expenditure
 - approval to move up to 0.5% from the schools block to other blocks

Annual consultation

- 1.3 The LA must consult the Schools Forum annually in connection with various schools budget functions, namely:
- amendments to the school funding formula
 - arrangements for the education of pupils with special educational needs in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding
 - arrangements for the use of pupil referral units and the education of children otherwise than at school, in particular the places to be commissioned by the LA and schools and the arrangements for paying top-up funding
 - arrangements for early years provision
 - administrative arrangements for the allocation of central government grants paid to schools via the LA
 - tendering and award of contracts, and other contract matters, for supplies and services which is to be funded from the Schools Budget and is in excess of the Public Contracts Regulations procurement thresholds

2. Membership

Composition

- 2.1 The [Schools Forums \(England\) Regulations 2012](#) govern the composition, constitution and procedures of Schools' Forums. There is no statutory requirement for a minimum or maximum size of members. Southwark's Schools Forum shall in total comprise of 20 members being 15 school members (including academies) and 5 non-school members.
- 2.2 Membership is reviewed annually to ensure the mandatory membership elements are complied with and that mainstream schools (both maintained and academies) are proportionately represented on the Schools' Forum having regard to the total number of registered pupils, though there must be at least one representative for each type of school. The January census will be used to determine this representation.
- 2.3 There must also be at least one representative of head teachers and one representative of governors among the school members. Schools and academies members must number at least two-thirds of the total membership.
- 2.4 Elected members (Councillors) who hold an executive role in a LA (i.e. a Cabinet Member at Southwark Council) are prohibited from being a member of the Schools Forum. Officers employed by the LA who have a role in the strategic resource management of the authority are also prohibited from the membership of a Schools Forum.

Membership

2.5	School representatives	
	Nursery school (maintained)	1
	Primary school (maintained):	
	Community school Headteacher	2
	Community school Governor	1
	Voluntary Aided (RC and CoE)	2
	Secondary school (maintained)	1
	Special school (maintained)	1
	Pupil Referral Unit	1
	Academy:	
	Primary school	2
	Secondary school	6
	Special school	1
		18
2.6	Non-school representatives	
	Early year providers (Private and voluntary institutions)	1
	Southwark Diocesan Board of Education (Church of England)	1
	Archdiocese of Southwark Schools' Commission (Roman Catholic)	1
	16 to 19 year providers	1
	Teachers' Professional Associations	1
		5
2.7	Observers	
	ESFA representative	1
2.8	In attendance	
	Director of Children's Services (or their representative)	1
	Chief Financial Officer (or their representative)	1
	Senior Finance Manager (Education)	1
	Deputy Leader & Cabinet Member for Children, Education and Refugees	1
	Any officer that is presenting a paper	
	Clerk	1

Election / appointment of schools members

- 2.9 The maintained nursery school representative shall be decided by mutual agreement between the relevant schools.

- 2.10 For maintained primary schools, nominations will be invited from head teachers and governors. If the number of nominations exceeds the number of places, then an election should be held amongst the governors and head teachers of that particular sector and category. If an election is required, it will be arranged by the clerk of the Schools Forum.
- 2.11 The maintained secondary school representative shall be decided by mutual agreement between the relevant schools (two schools).
- 2.12 The maintained special school representatives shall be decided by mutual agreement between the relevant schools.
- 2.13 The pupil referral unit representative shall be decided by the school (there is only one school).
- 2.14 Primary academy representation shall be decided by mutual agreement between the relevant schools.
- 2.15 Secondary academy representatives shall be decided by mutual agreement between the relevant schools.
- 2.16 Academy special school representation shall be decided by mutual agreement between the relevant schools (two schools).

Election / appointment of non-school members

- 2.17 Representation from the early years private and voluntary institutions shall be decided by mutual agreement between the relevant providers. .
- 2.18 The respective dioceses representatives will be nominated by their individual Diocese.
- 2.19 The representative will be elected/decided by their group and the record of the appointment process will be held by the Clerk of the Schools Forum.

Election process

- 2.20 The Clerk of the Schools Forum must make a record of the process by which the constituents of each group elect or decide their nominees to the Schools Forum.
- 2.21 Any election scheme must take into account the following factors:
- The process for collecting names of those wishing to stand for election.
 - The timescale for notifying all constituents of the election and those standing.
 - The arrangements for dispatching and receiving ballots.
 - The arrangements for counting and publicising the results.
 - Any arrangements for unusual circumstances, such as only one candidate standing in an election.
 - Whether existing members can stand for re-election.

2.22 If an election does not take place by any date set by the LA or any such election results in a tie between two or more candidates the LA will appoint the schools member.

Participation of observers

2.23 Observers shall be invited to attend Schools Forum meetings. Observers may participate in the debate but will not have voting rights should any business of the Schools Forum require a vote.

Council officers and lead member

2.24 Officers and executive elected members may attend and speak at the Schools Forum meetings in an advisory capacity only. Participation of an officer that is attending the Schools Forum to present a paper may only be limited to the paper that they are presenting.

Terms of office

2.25 The term of office for members of the Schools Forum is three years. The same members can be reappointed providing they are re-elected/ nominated again by the group that they represent.

2.26 As well as the term of office coming to an end, a schools member ceases to be a member of the Schools Forum if he or she resigns from the Schools Forum or no longer occupies the office which he or she was nominated to represent. A successor will be elected/nominated from the constituent group of the outgoing member(s).

2.27 If a change in membership representation (e.g. due to proportionality) requires a reduction in members from a particular group, that group will mutually decide between them which member(s) will step down.

Review of the membership

2.28 Membership will be a standing item on the agenda for each meeting of the Forum, to review the current list of members which will include which group they represent and their term of office.

2.29 The proportionality of the membership will be reviewed annually (in June/July) so that elections, if required, can be held by the end of the summer term ready for the new academic year.

3. Operating principles

Meetings

3.1 There will be a minimum of four meetings per year with at least one meeting per term and two meetings in the autumn term to consider matters relating to the new financial year, with the first meeting of the new academic year being conducted face to face.

- 3.2 At least one spring term meeting must be held in sufficient time to agree the schools block funding allocation to ensure the completion and submission of the authority proforma tool (APT) within the ESFA's timetable.
- 3.3 For this to happen, at least 40% of the school members must be present at this meeting (see Quorum section below).

Administration

- 3.4 Meetings of the Schools Forum shall be convened by the LA, who will arrange the clerking and recording of meetings. The cycle of annual meetings are based on the academic year. All the meeting dates for the next academic year are set by the end of June every year.
- 3.5 The clerk will maintain a forward plan, in agreement with the chair, which will inform the draft agenda for each meeting. The final agenda, including papers, will be made available one week in advance of the meeting date.
- 3.6 Every effort will be made to publish the decision/action log within three working days of the meeting and draft minutes within 10 working days of the meeting.

Confidential reports

- 3.7 If an item of a confidential nature needs to be discussed, the same principles and practices that apply to confidential items at Southwark Council's Cabinet meetings for determining will be adopted, including the exclusion of members of the public that may be in attendance.

Election of chair and vice-chair

- 3.8 A chair and vice-chair shall be elected at the first meeting of the Schools Forum in the autumn term for a period of one year.

Urgent business

- 3.9 Whilst it is unlikely that urgent business will arise during the course of the academic year, if it does then the LA may convene an extraordinary meeting of the Schools Forum (if a quorum can be guaranteed). Alternatively, a decision will be secured via email.
- 3.10 The chair cannot take a decision on behalf of the Schools Forum but the LA may seek the chair's view on an urgent matter.

Quorum

- 3.11 The Schools Forum shall be quorate if at least 40% of the total membership is present (this excludes observers and vacancies). If the Schools Forum is not quorate the meeting can proceed and the members present can give advice to the LA, but the LA is not obliged to take that advice into consideration.
- 3.12 Decisions on the schools budgets **may not be taken** unless 40% of the school members are present.

Declaration of interest

- 3.13 Any member of the Schools Forum who has an interest in any proposal must declare the interest at the beginning of the relevant item. The member can

explain any issues to the meeting and then must leave the meeting until the item has finished. The member cannot vote on that item.

- 3.14 Where it is clear that a decision in which a member has an interest is likely to arise at a particular meeting, the meeting concerned may invite a substitute member (with no interest to declare) in accordance with the constitution to attend the meeting in their place.

Voting

- 3.15 All members will have one vote and are entitled to vote on all matters put to a vote, subject to the following restrictions:
- de-delegation from mainstream maintained schools budgets is limited to the mainstream maintained school's members where separate approval will be required by primary and secondary phase members
 - retention of funding for statutory duties relating to maintained schools only is limited to maintained primary, secondary, special and PRU members
 - amendments to the school funding formula, for which the voting is restricted by the exclusion of non-schools members except for PVI representatives.
- 3.16 Substitute members can attend and vote at meetings of the forum on behalf of schools members, Academies members and non-schools members.
- 3.17 Where a member votes, the member must only cast one vote and each member's vote must have an equal weighting. The Chair will not have a casting vote.
- 3.18 In the event of a tie the proposal being voted on will be deemed not agreed and the LA can request the Secretary of State to adjudicate.

Responsibilities of school forum members

- 3.19 The Schools Forum will take decisions based on the information at its disposal reflecting their commitment to meeting the needs of Southwark's children and young people.
- 3.20 Schools Forum members will exercise their decision making powers and enter into constructive discussion on behalf of their representative group.
- 3.21 Schools Forum members will inform their constituent groups of Schools Forum business, decisions and the results of any consultations carried out by the LA.

Removal of members

- 3.22 Should a member for the Schools Forum not attend three meetings of the Schools Forum or be absent for a period of six months and no acceptable reason for absence has been provided then the position shall be declared vacant and nominations should be sought for the position.

Subgroups

- 3.23 The Schools Forum may appoint, at any time, subgroups, in the form of sub committees, working groups or panels. These might have permanent status or

be charged with carrying out a certain function. The Schools Forum may delegate any of its activities, but not decisions to such a subgroup.

- 3.24 All subgroups must have written terms of reference. The Schools Forum will agree these terms of reference annually.
- 3.25 The Schools Forum may decide on the membership of both permanent and ad hoc subgroups, which will consist of a minimum of three persons who need not be members of the Schools Forum.
- 3.26 Following a Schools Forum subgroup's meeting, the chair will make a report to the next Schools Forum meeting of the business, discussion, action(s) and recommendation(s) so a final response to the LA can be given / decision taken at a quorate meeting
- 3.27 The (draft) minutes and papers (excluding papers of a confidential nature) will also be made available to the next Schools Forum meeting.

Amendment of the constitution

- 3.28 With the exception of matters subject to legislative provision or approval by the LA, the Schools Forum may vary its constitution by a simple majority of members at a quorate meeting of the Schools Forum.

Public access and publicity

- 3.29 The Schools Forum is a public meeting and the LA is responsible for publishing the Schools Forum papers, minutes and decisions promptly on the Council website and draw schools' attention to forthcoming Schools Forum meetings, agendas and the minutes of Schools Forum discussions

4. Version Control

Date	Detail
26 June 2025	Draft Constitution considered and noted by Schools Forum
2 October 2025	Recommend Final Constitution to Schools Forum

1. Purpose of the Subgroup

Special Education Needs and/or Disabilities (SEND) Transformation is a refocussed programme of work, following the approval of a Safety Valve Agreement (SVA) with the Department for Education (DfE).

Essential to the successful delivery of the SVA, is the continued operation of the School Forum, High Needs Subgroup (HNSG) to consider how expenditure on children and young people with SEND can be contained within the High Needs Block (HNB) funding in line with and for the duration of the Dedicated School Grant (DSG) management plan by:

- improving outcomes for children and young people aged 0 to 25 years with SEND;
- being involved in the meaningful transformation of the SEND and Inclusion offer;
- engaging in partnership working with the Local Authority and leaders from early years, schools and post-16 settings making best use of their experience and insights;
- providing greater transparency in decision-making and the use of HNB funding.

The HNSG supports the larger SEND & Inclusion Quality and Improvement Programme, in the delivery of transformation activity that aims to improve partnership SEND services for children and young people while ensuring services are sustainable for the future and meeting the conditions of the SVA.

2. Responsibilities

- Consider proposals from officers for setting the HNB budget each year and make recommendations to Schools Forum on the allocation of the HNB, in relation to:
 - i. the DSG management plan, identifying specific pressures and areas for change and in particular impact of spend on outcomes for children and young people including top-up rates, number of places, capacity and other specific financial pressures or issues identified;
 - ii. the wider strategic SEND Transformation agenda ensuring that resources are aimed at early intervention and improving inclusion in local education settings;
 - iii. current benchmarking data on spend and outcomes for children and young people with SEND and in Alternative Provision -following lines of inquiry where the Council is an outlier and recommending solutions.
- To act as representatives of all schools, to consider proposals objectively and impartially and to make recommendations based on evidence and in the overall best interests of all Southwark children and young people with additional needs.

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- To act as a consultation group with specialist knowledge and provide advice and support to the development of strategic commissioning plans, new local policies and strategies in the areas of SEND and Inclusion.

3. Membership

School members (at least two members must be a representatives of the Schools Forum):

- Five primary school Headteacher representatives
 - i. one to be from an Academy Trust,
 - ii. the other three to come from a maintained primary schools,
 - iii. One to be from a school with a Resource Base
- Four secondary school Headteacher representatives
 - i. three to be from an Academy Trust,
 - ii. the other one to come from a maintained primary schools.
- One PRU representative
- Two special school Headteacher representatives
 - i. one to be from an Academy Trust,
 - ii. one to come from a maintained primary schools.
- One nursery provider representative
- One 16-19 provider representative

Local Authorities Officers will include:

- Assistant Director (SEND)
- Schools Finance Officer
- Other officers of the authority will attend as and when required.
- Officers will be available to assist the group with research.

4. Chairing Meetings

The chair will be appointed by the council's Schools Forum and must be a school member of the that forum.

5. Duties of Members

All subgroup members will commit to:

- full attendance at all meetings. If members cannot attend, they must nominate an appropriate deputy to attend on their behalf;
- to contribute fully and provide expert advice, knowledge and insights to deliver the subgroup's responsibilities;
- complete any assigned actions by the agreed deadline.

6. Conduct and frequency of meetings

This group will meet at least four times per annum, prior to the scheduled School Forum meetings in September, December, January and June of each academic year, with more frequent meetings if necessary.

The December, January and June meetings will specifically focus on the outcomes of the formal DfE monitoring of the SVA (anticipated in September, December and May).

The HNSG will wish to arrive at decisions by consensus; where this is not possible the paper to the schools forum will record the differing views.

Meetings for 2025/26

All meetings will be held virtually (via Teams) from 2.00 pm to 3.30pm. Dates will be planned and shared for the year ahead.

7. Timescales

Whilst the HNSG is a permanent subgroup of the Schools Forum, the subgroup will continue in operation, in this form, for the duration of the SVA (which is projected to end in 2026-27).

The Schools Forum will agree the HNSG's terms of reference annually.

8. Expected Outputs

The HNSG is not a decision-making group and will:

- report a briefing note to Schools Forum which offers an update on progress after each HNSG meeting (Chair responsibility), including (draft) minutes and papers (excluding papers of a confidential nature);
- make recommendations to Schools Forum, where necessary;
- ensure the wider strategic transformation agenda and resulting budget plan is highlighted to the Schools Forum;
- Identify current and any new initiatives that will assist achieving the financial objectives of the DSG management plan;
- Identify risks and issues to achieving the financial objectives of the DSG management plan;
- Share good practice and strategies with the broader school community.

9. Version Control

March 2018	Original Terms of Reference (ToR) agreed by Schools Forum
February 2023	Reviewed and updated to include Safety Valve Agreement focus.
23 February 2023	Revised ToR agreed by HNSG
13 March 2023	Minutes of the February HNSG meeting presented to the Schools Forum
30 May 2024	Updated to take account of the refreshed focus, following the establishment of the SEND & Inclusion Quality and Improvement Programme
6 June 2024	Revised ToR considered by HNSG
19 September 2024	Revised ToR adopted by Schools Forum, with membership amended to include a 16-19 representative
16 October 2024	Meeting schedule for 2024/25 academic year inserted
10 June 2025	Membership update presented to HNSG. Agreement to amend membership number.
2 October	Amended membership number presented to Schools Forum

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1. Background

The Scheme for Financing Schools applies to all Southwark maintained schools and makes it clear that it is the duty of each governing body (or other relevant body) to ensure that the school plans and conducts its affairs in order to remain solvent, to apply good financial management practice and follow best value principles in their expenditure.

It is recognised, on occasion, there may be unforeseen or additional costs, which can place additional pressures on a school budget. In these instances, schools (subject to meeting the eligibility criteria) are able to request additional financial support.

2. About the fund

The Panel manages three funding streams:

1. The Growth Fund
2. The Falling Rolls Fund; and
3. The Schools in Financial Difficulty Fund

The Growth and Falling Rolls funds are created by ‘top slicing’ the Schools Block of the Dedicated Schools Grant (DSG). Both funds are open to maintained and academy schools.

Southwark Schools’ Forum (hereafter referred to as the “Forum”) must be consulted annually on the total size of both funds and should be consulted prior to any expenditure from either fund being incurred.

The Schools in Financial Difficulty Fund is only open to Southwark maintained schools who elect to contribute to this fund, either by way of de-delegating primary and secondary school budgets or specific buy in for nursesey and special schools.

The Forum decides on the de-delegated amounts for primary and secondary schools, annually, and has the discretion to allocate funds for financial support to contributing schools in difficulty.

The Forum has delegated responsibility to the Schools’ Financial Support Panel (SFSP), hereafter referred to as the “Panel”, to act on its behalf.

The Principal Advisor, Southwark Education Learning and Achievement (SELA) will oversee the budget on behalf of the Forum. The Principal Advisor, SELA has delegated authority from the Forum to authorise requests for financial assistance up to the value of £5,000 on behalf of the Panel.

3. Who can apply for funding?**(a) Growth and Falling Rolls**

Both funds are open to maintained and academy schools. In the case of the Falling Rolls fund, schools are only eligible if school capacity data 2022 (SCAP) shows that school places will be required in the subsequent three to five years.

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(b) Schools in Financial Difficulty

Maintained school, in financial difficulties, who have contributed to the fund (either by way of de-delegation or specific contribution) can request support from the Panel. Schools would be considered to be in financial difficulty if they are looking to avoid a deficit greater than 5% their School Budget Share².

Maintained schools, where there are no financial difficulties and balances are sound (e.g. with a surplus balance > £10k), are **NOT** eligible.

Schools from the non-maintained sector (e.g. academies, free schools, etc.) are **NOT** eligible.

4. The role of the Panel

The Panel will ensure that:

- the Growth and Falling Rolls funds are allocated in accordance with the set criteria, on behalf of the Forum, as set out in Sections 7 and 8;
- the Schools in Financial Difficulty fund is allocated in accordance with the Terms of Reference, on behalf of the Forum, as set out in Sections 9;
- all funds are allocated in line with accountability for public funds and constitutes a reasonable use of public funds;
- it will not support any unlawful decisions proposed or taken by schools to end employment;
- it will not support schools if it determines that the school has acted unfairly or inconsistently, failed to follow agreed employment procedures and/or failed to accept and/or act upon advice given by the authority;
- it will report on the expenditure incurred for each fund at every Panel sitting at the next scheduled Forum;
- it will update the Forum on the performance of the fund, to inform the Forum for their annual determination of the overall budget and contributions of individual schools;
- it will review these terms of reference annually.

5. When can a school submit a request?

The panel will determine whether to offer financial support to schools, and the amount of any such support, in relation to:

- contribution of costs for bulge classes (Growth Fund);

² **For the purposes of this section, the school budget share is defined in section 4.2.1. of the Scheme for Financing Schools:** ‘The school budget share will be the sum of I01 (fund delegated by the LA), I02 (funding for sixth form students), I03 (SEN funding), I04 (funding for minority), I05 (pupil premium), as defined in the consistent financial reporting framework’

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- support where the places are forecast to be needed over the short-medium term (Falling Rolls Fund);
- severance payments to school employees on the grounds of compulsory and voluntary redundancy, including the ending of a fixed term contract by reason of redundancy (Schools in Financial Difficulty Fund);
- premature retirement, including ill health retirement (Schools in Financial Difficulty Fund);
- settlement agreements made to secure resignations (Schools in Financial Difficulty Fund);
- help addressing a deficit balance which has been licenced by the authority (Schools in Financial Difficulty Fund).

6. How often are the meetings held?

The Panel will schedule one meeting per half term, but may cancel or schedule further meetings as required. Dates of meetings will be published in advance for each academic year and tend to be held virtually.

School documentation should be sent to the Council at least ten working days before the Panel meets otherwise applications will not be considered.

In turn, it will be a requirement that panel members receive the papers at least five working days before the panel meet.

Each meeting will have an update on the collective funds' financial position as a standard agenda item.

The process for submitting a request is outlined at Section 12, Appendix a.

7. Panel considerations – Growth Fund

Growth funding (for basic need expansion & bulge classes) is based on £52k per primary class / £65k per secondary class of 30 pupils, to cover the period September to March for Maintained schools and Academies (including the extended timeframe for academies of April to August).

8. Panel considerations – Falling Rolls Fund

The criteria for the Falling Rolls Fund, all of which must be met, are as follows:

- school capacity data 2022 (SCAP) shows that school places will be required in the subsequent three to five years (this is a mandatory requirement).
- the surplus capacity must exceed 30 pupils or 20% of the published admissions number, whichever is the greater.
- the formula funding available to the school must be insufficient to support the provision of an appropriate curriculum for the existing cohort.
- it will be necessary for the school to make redundancies in order to contain spending within its formula budget.

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- the school did not have a surplus balance in excess of 5% of its school budget share as at 31 March of the previous financial year (or the relevant academic years in the case of academies).

Schools whose rolls are set to continue to fall but are subject to an agreed planned merger, hard or soft federation or closure in order to create larger schools will be able to apply to the fund to support curriculum delivery while the school is right sized. These will be considered on an individual basis.

The following criteria no longer apply from the 2024 to 2025 financial year:

- schools must be Ofsted rated 'good' or 'outstanding' to be eligible for falling rolls funding; and
- local planning data needs to show a requirement for at least 25% of the surplus places within the next three years.

Schools who meet the above criteria should prepare a business case that, after checking by officers, will be submitted to Schools' Finance Support Panel for a decision, taking into account the available funding. The timetable for applications will fit it with the timetable for the Schools' Finance Support Panel.

The business case should consist of the elements set out below.

- **5 year budget plan**
- **Class size structure and forecast pupil numbers**
- **Staffing structure**
- **Details of savings to date you have put in place**
- **Written narrative supporting your bid**

Funding allocation

Where a school meets all the above criteria, funding will be provided using the following calculation:

- the Number on Roll (NOR) as at last October census will be deducted from the NOR of the previous October's census. The result will be multiplied by the current base rate, appropriate to phase, pro rata April - August (5 months).

9. Panel considerations – Schools in Financial Difficulty Fund

a. Redundancies

The panel may only agree financial support for redundancy payments based on statutory redundancy, as determined by Southwark's redundancy calculator. Any discretionary and/or enhanced severance payments offered beyond this must be met by the school.

Where there is a need to carry out a restructure process, this change should be managed in line with the school's Reorganisation policy and employment legislation.

Schools Financial Support Panel – Terms of Reference 2025/26

Reorganisations are not a substitute for effective performance management and any redundancies offered as a means to avoid action under the schools' performance management framework will not be eligible for financial support from this panel.

The school will be responsible for any payments made in lieu of contractual notice entitlement.

Mitigating redundancies

In considering the request for financial support with redundancy costs, the Panel will take into account what actions the School has or will take to mitigate the impact of compulsory redundancies.

Headteachers need to demonstrate they have considered alternatives to compulsory redundancies. This includes supporting staff with redeployment opportunities through:

- actively reaching out to other schools;
- contacting other Headteachers for information on their vacancies;
- work with other Headteachers to facilitate an open day for staff to visit other schools, where there are or may be vacancies.
- signposting their employees to the following job sites* for vacancy information within Southwark Council or other schools:

Southwark Schools	School Job Vacancies Southwark Schools
Southwark Council	Jobs and careers - Southwark Council
Catholic Education Service	Vacancies in Catholic schools (catholiceducation.org.uk)
Southwark Diocesan Board of Education (SDBE)	Opportunities - Southwark Diocesan Board of Education (anglican.org)

**This is not an exhaustive list and there are other job sites that Headteachers can signpost their staff to.*

The Panel need to be satisfied that the school has made every effort to mitigate against compulsory redundancies. Payment for financial support is conditional on this being met.

Severance payments for compulsory or voluntary redundancies

The Governing Body is responsible for carrying out a whole school staff review. It needs to ensure that the management and deployment of all employees and the allocation of responsibilities and duties is effective and focused on teaching and learning to raise standards.

Where the school does not have significant revenue balances (i.e. above 8% carry forward for nursery, primary and special schools or 5% for secondary schools), any requests will be eligible for consideration.

The school needs to submit their request for funding for severance costs **PRIOR** to any formal processes. A failure to do so may leave the school liable for any costs arising.

The Governing Body need to have signed off the proposals.

The School needs to provide:

- **The consultation document, which should include the following:**
 - **The rationale for the changes**
 - **The detail of the proposals**
 - **The implementation date for the proposal**
 - **The impact on individual staff, including any possible suitable alternative employment available**
 - **Alternatives to redundancy**
- **An estimate of redundancy costs**
- **The financial impact (savings and costs)**
- **The school budget information**
- **Action the school has already taken to mitigate against potential redundancies**
- **The impact on outcomes for pupils, the impact on teaching and learning and any wider school impact**

Fixed term contracts – redundancy costs

Fixed term contracts are used in the following instances:

- For cover up until a particular date;
- On completion of a specific task.

Employees who are on a fixed term contract have the same employment rights as a permanent employee. An employee becomes eligible for a redundancy payment after two years' continuous service.

(Please note: if an employee has been on a fixed term contract for four continuous years, then their contract will automatically be deemed to be permanent, unless there is objective justification for continuing the contract as fixed term. In the absence of any action taken by the school, the contract will be deemed to be permanent.)

The School needs to provide:

- **A copy of the employee's statement of terms and particulars of employment, which should clearly detail the reason for the fixed term appointment**
- **The legal justification for ending the fixed term contract**
- **Alternatives to redundancy**
- **Any suitable alternative employment – current and possible future**

b. Premature retirement costs

Premature retirement costs, sometimes referred to as capital costs, arising from redundancies will normally be met in full by the school.

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The Panel will consider these requests in exceptional circumstances.

The school needs to submit their request for funding for severance costs **PRIOR** to any formal processes. A failure to do so may leave the school liable for any costs arising.

The School needs to provide:

- **A financial business case detailing:**
 - **The beneficial impact of the decision for early retirement (e.g. positive impact on pupil outcomes, efficiency savings, etc.);**
 - **Information detailing all suitable alternative options have been considered and that this is the most suitable option;**
 - **Evidence that the individual employee(s) is (are) eligible for early retirement.**

The School needs to ensure that in this circumstance it has sought and taken advice from the Local Authority and verified the costs of such an agreement.

c. Ill Health Retirements

The decision whether an employee may be eligible for ill health retirement lies with the relevant pension body.

The school is normally expected to meet all costs.

In exceptional circumstances, the Panel may consider a request for financial support as a result of additional costs of ill health retirement incurred by the school for support staff [who are members of the Local Government Pension Scheme (LGPS)]. In all circumstances, the school will be required to make some contribution towards the ill health retirement costs.

The School needs to provide:

- **Financial information regarding its budgetary position and the impact of the ill health retirement costs on the budget, e.g. pupil outcomes, budgetary position, etc.**
- **Evidence that the employee has been accepted for ill health retirement by the LGPS**
- **Latest medical opinion on the individual's fitness to work;**
- **Confirmation from the pension scheme of their determination that the individual is eligible for ill health retirement and a financial analysis setting out the potential costs of agreeing the request.**

d. Settlement agreements

Schools Financial Support Panel – Terms of Reference 2025/26

Settlement agreements are only one way of handling potentially difficult employment situations. It is expected that schools, prior to any discussions about settlement agreements, will seek to resolve workplace issues through open dialogue and where appropriate, the necessary HR policies and procedures.

Settlement agreements are legally binding contracts which can be used to end the employment relationship on agreed terms. Their main feature is that they waive an individual's right to make a claim to a court or employment tribunal on the matters that are specifically covered in the agreement. Settlement agreements may be proposed prior to undertaking any other formal process. They usually include some form of payment to the employee by the employer and may also include a reference.

A settlement agreement will not be entered into in respect of any child protection claims or allegations against an individual employee.

For maintained schools, there is a legal risk to the council of liability and as such, the council must be a party to all agreements. Any such agreement must be facilitated via Southwark Council's Legal Services Team, in accordance with the Local Authority's agreed procedures.

The cost of any settlement payment made as part of the terms of such agreement and any legal costs incurred are normally met by the school.

In exceptional circumstances, the Panel may consider a request for financial support.

The School needs to provide:

- **A completed settlement agreement proposal form, which for maintained schools, has been duly authorised by the Director of Children's Services;**
 - **The Director of Children's Services has agreed for the Local Authority to be party to the agreement (maintained schools only);**
 - **The agreement will secure savings on costs incurred over time in securing a resignation or dismissal through other means and/or is necessary to effect a speedy improvement in the learning and/or progress of pupils;**
 - **The School and/or the Local Authority may be at risk of legal claims and/or financial penalties if such agreement is not made**
- **A clear business rationale for why the School has reached a settlement as opposed to following agreed employment procedures;**
- **Evidence that the school has taken advice from the Local Authority on the terms of the agreement, including the settlement sum;**
- **Confirmation that the Local Authority's Legal Services team will be engaged to facilitate the agreement on behalf of the Local Authority**

e. Legal costs and awards

Schools Financial Support Panel – Terms of Reference 2025/26

An employee or former employee may decide to start a claim against their employer. This can be through an employment tribunal or other external legal system, depending on the claim(s). In such cases, there will be costs incurred in responding to and/or defending the claim(s), irrespective of the potential merits of the case. There is also the consideration that in the event that the individual is successful in their claim(s), there will be the potential for awards to be made against the employer (the school and/or the Local Authority, where the Local Authority is the employer).

The Panel will NOT agree to any financial support in respect of any action or inaction by the Governing Body/Headteacher contrary to the Local Authority's advice and/or where advice was not accepted.

The School needs to provide:

- **A legal analysis of the case, detailing the merits and risks;**
- **Confirmation that the School informed and took advice from the Local Authority in respect of the matters leading to the claim;**
- **Confirmation that the School has provided the Local Authority with all requested information required to respond to and/or defend the legal action;**
- **Confirmation that the School has accepted and acted upon advice provided by the Local Authority in respect of responding to the legal action.**

f. Licenced deficits

If a school moves into or predicts a budget deficit, the Local Authority will not be able to write off the deficit balance. Schools may however apply for financial assistance to address the deficit balance by applying to the panel.

Requests will only be considered if the school has engaged with the authority to put in place robust plans to address the deficit over a reasonable time frame. Except in exceptional circumstances, deficits are normally repaid within the following financial year. In some circumstances, schools may apply for and be granted a licensed deficit. *[Advice may be sought on how to do so through the council's finance team.]*

The School needs to provide:

- **A copy of their actual and projected budget;**
- **Details of their deficit recovery plan.**

g. Other financial support

There may be other instances where a school is facing financial difficulty. The Panel has the discretion to consider, in exceptional circumstances, such requests as is relevant and reasonable, where there is sufficient funding available.

The panel will consider financial support if the following criteria are met:

Schools Financial Support Panel – Terms of Reference 2025/26

- A head teacher has been appointed within the last academic year and has identified a deficit of more than 2% of the total funds available to the school, or
- The deficit is more that 2.5% of the total funds available to the school, and
- There is a robust deficit recovery plan in place.

10. Membership

The panel will comprise of three Headteacher representatives (based in Southwark schools), at least one of which will be a current member of the School Forum with the others appointed from the pool of schools contributing to this fund.

The Panel will elect a chair from themselves.

Local authority officers include the Director of Children’s Services, or their representative, the Head of Schools HR and the Schools’ Finance Manager.

Membership will be agreed at School Forum and be for a period of three years.

Members, as at 1st September 2025:

VACANCY – SCHOOLS FORUM REP AND CHAIR	TBC
Reema Reid, Headteacher representative	head@hollydale.southwark.sch.uk
Andrew Rojas, Headteacher representative	arojas@stgps.org.uk
Local authority officers:	
Nikki Tilson (Southwark Education, Learning and Achievement @ alternate meetings)	nikki.tilson@southwark.gov.uk
Shereen Moussa, Head of Schools Human Resources	shereen.moussa@southwark.gov.uk
Aron Brown, Senior Finance Manager	aron.brown@southwark.gov.uk

A member of the Schools’ HR team will service the panel.

11. Contributing schoolsGrowth Fund and Falling Rolls Fund

Local authorities may top slice Schools Block funding to create a fund for growth and falling rolls. The top-sliced fund is open to both maintained and academy schools

Schools in Financial Difficulty Fund

Mainstream maintained primary and secondary schools de-delegate funding to support this fund (excludes special schools)

Nursery maintained, by way of specific buy back

12. Appendices

Schools Financial Support Panel – Terms of Reference 2025/26

a)	Submitting a request – the process
b)	Request for financial assistance form
c)	Settlement agreement request form

Schools Financial Support Panel – Terms of Reference 2025/26

13. Meeting Schedule 2025/2026

Schools' Finance Support Forum							
The following timescales are to support schools with planning their requests to SFSF. Please liaise with your designated Schools' HR contact and Schools' Finance for guidance.							
		Paperwork submitted and panel to review documentation	Confirmed date	Time	Decision	Commencement of restructure process	Implementation date
	Category of staff - notice						
For those who are doing a support staff restructure for 5 January 2026 and are willing to pay in lieu (have missed summer term deadline)	Support Staff with PILON to be paid	w/c 8 September 2025	15th September 2025	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 week of the Panel	w/c 22nd September 2025	5th January 2026
For effective date 13 April 2025 (beginning of summer term) for teachers with 12 weeks/those who want to give 12 weeks notice	Teaching Staff / Support Staff with MAX 12 weeks notice	w/c 13th October 2025	20th October 2025	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 working week of the Panel	w/c 3 November 2025	13th April 2026
For effective date 13 April 2026 (beginning of summer term) for those teachers with 8 weeks of notice or less and support staff with less than 8/9 weeks notice/if school is prepared to pay in lieu	Teaching Staff who have only 8 weeks notice/Support staff who can be paid in lieu/Support staff with 8 weeks or less notice	w/c 10th November 2025	17th November 2025	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 week of the Panel	w/c 1st December 2025	13th April 2026
For effective date 1 September 2026 (teachers or 12 weeks notice)	Teaching Staff / Support Staff with MAX 12 weeks notice	w/c 2nd February 2026	9th February 2026	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 week of the Panel	W/C 2 March 2026	Wef 1st September 2026
For effective date 1 st September 2026 if support staff and willing to pay in lieu and will start consultation in week of 20th April instead	Support Staff with PILON to be paid	w/c 16th March 2026	23rd March 2026	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 week of the Panel	By w/c 20th April 2026	Wef 1st September 2026
For effective date 4th January 2027	Teachers and Support Staff	w/c 1st June 2026	8th June 2026	(9.30am - 10am: pre-meet) / 10am - 12pm	within 1 week of the Panel	By w/c 22nd June 2026	5th January 2026

14. Version Control

12 October 2017	Agreed by Schools' Forum
November 2017	Updated membership details Updated February 2019: to include nursery schools (as agreed at Schools' Forum July 2018) and update panel membership details
April 2019	Updated Terms of Reference
January 2020	Updated panel membership details
June 2020	Updated panel membership details
April 2021	Updated panel membership details
February 2023	Reviewed and updated to include: <ul style="list-style-type: none"> (a) reference to delegated responsibility for allocation of the Growth and Falling Rolls Fund (for which the eligibility criteria was approved by the School Forum 06/07/2018); (b) specific reference to submission deadlines and meeting schedule (as agreed at Schools' Forum December 2021); (c) amendments following consultation with the Panel members (April 2022); and (d) panel membership details.
14 March 2023	Revised ToR approved by School Forum
30 May 2024	Updated to: <ul style="list-style-type: none"> (a) amend the falling rolls fund criteria, in line with the DfE's operational guidance for 2024-25; and (b) appoint Aron Brown to the membership, as Senior Finance Manager
19 September 2024	Revised ToR adopted by Schools Forum
2 October 2025	Revised ToR presented to Schools Forum

	Task	Responsible Officer	When	How Often	Meeting Date
Constitution and Terms of Reference	<ul style="list-style-type: none"> Review Constitution, including terms of reference, membership and operating principles Review Schools Forum subgroups Terms of Reference, including membership and meeting schedule: <ul style="list-style-type: none"> - High Needs Sub Group (liaise with Assistant Director, SEND and Inclusion) <ul style="list-style-type: none"> - HNSG membership is also based on proportional pupil number representation and must be chaired by a Schools Forum schools member - Schools Financial Support Panel (liaise with Heads of Schools HR) <ul style="list-style-type: none"> - SFSP membership is on a nomination basis and must be chaired by a Schools Forum schools member 	Head of Governor Services	July	Annually	N/A
	<ul style="list-style-type: none"> Request formal adoption of the Schools Forum Constitution and subgroups Terms of Reference at the first meeting of the academic year (October) – even if the annual review does not require any amendments to the terms of reference, membership and operating principles (report required) Facilitate annual election of Schools Forum chair 	Head of Governor Services/Schools Forum Clerk		Annually	October
Membership	<ul style="list-style-type: none"> Maintain the list of members on the Schools Forum Advise on membership issues in general Ensure contact details of all members are up to date Update each Schools Forum meeting on membership matters, including new members and vacancies, specifically notifying members whose term of office has expired Notify sitting members whose terms of office have ceased (in accordance with the Constitution) that the position will be declared as a vacancy at the next scheduled meeting of the Schools Forum (see membership table below), following the process endorsed by Schools Forum in June 2025: 	Schools Forum Clerk	Ongoing	As required	Every meeting

**Southwark Schools Forum
Business As Usual Schedule**

Appendix D

	Task	Responsible Officer	When	How Often	Meeting Date
	<ul style="list-style-type: none"> The clerk will write to the member to confirm that their term is expiring and to ask if they are willing to continue as a member. 				
Membership	<ul style="list-style-type: none"> The clerk will then write to the representative group to indicate there is a forthcoming vacancy and whether or not the existing member is willing to continue as a member and inviting nominations to fill the vacancy. If the existing member wishes to continue and there are no other nominations, the existing member's membership is extended for another term. If the existing member does not wish to continue and there is only one nomination for a vacancy, then that nominee is appointed for a term of office. If there are more nominations than vacancies, whether or not that includes the existing member, then the representative group will be asked to vote on who should represent them (<u>with one vote per school</u>). Assist with the co-ordination of nomination or election processes run by the constituent groups Confirm proportional representation of schools members at the last meeting of the academic year in June, in accordance with statutory guidance on Schools Forum Structure, based on the January school census data 	Schools Forum Clerk	Ongoing	As required	Every meeting
Meetings	<ul style="list-style-type: none"> Develop and maintain annual meeting schedule, with lead in times, in consultation with the Senior Finance Manager, Education (as per Appendix 5) Develop and maintain Forward Plan, in consultation with the Senior Finance Manager, Education Notify Schools Forum of the next academic year's meeting dates and Forward Plan 	Schools Forum Clerk/Head of Governor Services	Ongoing	As required and at least annually	June
	<ul style="list-style-type: none"> Manage schools forum logistics, including room bookings, catering, place names and set up 	Governor Services Co-ordinator	Ongoing	As required	Every meeting
	<ul style="list-style-type: none"> Manage Chairs' pre-meet logistics, including scheduling Teams meetings and distribution of draft papers 	Schools Forum Clerk	Ongoing	As required	Every meeting

**Southwark Schools Forum
Business As Usual Schedule**

Appendix D

	Task	Responsible Officer	When	How Often	Meeting Date
	<ul style="list-style-type: none"> Distribute final Schools Forum papers via GovernorHub to Schools Forum members one week in advance of the meeting date Record minutes, decision log and maintain action log Publish the decision/action log within three working days of the meeting and draft minutes within 10 working days of the meeting. 				
	<ul style="list-style-type: none"> Upload final Schools Forum papers to Schools Forum website one week in advance of the meeting date 	Governor Services Co-ordinator	Ongoing	As required	Every meeting
Schools Forum Papers	<p>Children’s Services Leadership Team (CSLT) meeting</p> <ul style="list-style-type: none"> Submit request for inclusion of draft Schools Forum papers on CSLT Forward Plan Ensure all draft Schools Forum papers, listed in draft Agenda and Forward Plan, are available for distribution one week prior to the scheduled CSLT meeting (including minutes and forward plan report from the Clerk, HNSG minutes and SFSP decision summary) Support other LA officers, including providing the SF report template, presenting SF papers Co-ordinate any amendments required, as a consequence of the CSLT discussions Forward draft papers to SF Clerk, for Chairs’ pre-meet distribution Facilitate any report amendments required prior to finalising SF papers Where decisions are required by the Schools Forum, prepare a decision and voting requirements table for the clerk and chair/s, including: report and paragraph reference; action required; and the decision makers (which SF members) 	Senior Finance Manager, Education	Ongoing	As required	Every meeting

**Southwark Schools Forum
Business As Usual Schedule**

Appendix D

	Task	Responsible Officer	When	How Often	Meeting Date
Schools Forum Papers	<p>For Children’s Services Leadership Team (CSLT) meeting</p> <ul style="list-style-type: none"> • Confirm draft agenda, in consultation with the Senior Finance Manager, Education • Complete Draft Agenda and Forward Plan report • Ensure previous meeting’s minutes are available <p>Following Children’s Services Leadership Team (CSLT) meeting</p> <ul style="list-style-type: none"> • Distribute draft papers to Chairs for pre-meet, in accordance with meeting schedule at Appendix 5 • Distribute final Schools Forum papers one week before the meeting (see above) 	Schools Forum Clerk	Ongoing	As required	Every meeting
Communications	<ul style="list-style-type: none"> • Provide the route by which schools forum members can access further information and co-ordinate communication to schools forum members outside of the formal meeting cycle • Respond to any queries about the business of the schools forum from headteachers, governors and others who are not on the schools forum themselves 	Schools Forum Clerk	Ongoing	As required	
	<ul style="list-style-type: none"> • Share the Schools Forum Forward Plan with relevant SELA officers to ensure it is included as an agenda item at the Headteacher breakfast briefings and specific school sector meetings • Request inclusion of all Schools Forum meetings on the council events calendar (email to Constitutional Services) • Keep the schools forum website up to date, for example by posting latest minutes and papers • Draw schools’ attention to the fact that all its agendas minutes and papers are publicly available (including the publication of formula consultation documents) • Email to all schools, early years providers and other stakeholders after each schools forum meeting informing them of the discussions and decisions with a link to the full papers and minutes for further information 	Head of Governor Services	Ongoing	As required	

**Southwark Schools Forum
Business As Usual Schedule**

Appendix D

	Task	Responsible Officer	When	How Often	Meeting Date
Decision Making	<p>Schools Forum</p> <ul style="list-style-type: none"> Organise, operate and record any voting activity of the schools forum in line with the provisions of its local constitution clear recording of votes where there are contrary views 	Schools Forum Clerk	Ongoing	As required	Every meeting
	<p>Funding Formula (as per Appendix 6)</p> <ul style="list-style-type: none"> Submit request for inclusion of decision on Resources Department Preliminary Forward Plan 	Senior Finance Manager, Education	July	Annually	N/A
	<ul style="list-style-type: none"> Draft decision paper (see below) to CSLT for clearance by DCS Draft decision paper to Strategic Director of Resources for first sight Obtain legal concurrent 		Late December to early January		
	<ul style="list-style-type: none"> Submit final decision paper to Strategic Director of Resources for decision (must be sent from AD, CAS Finance) Forward signed decision to Divisional Business Manager, Professional Finance Services 		Immediately after January Schools Forum meeting		
Training / Professional Development	<ul style="list-style-type: none"> Monitor, on a regular basis, the schools forum and general schools funding pages on the GOV.UK website Arrange for the distribution of any relevant DfE information to schools forum members 	Schools Forum Clerk	Ongoing	As required	
	<ul style="list-style-type: none"> Develop, maintain and deliver the annual Schools Forum Induction training package, in consultation and conjunction with Senior Finance Manager, Education 	Head of Governor Services		As required and at least annually	October

**Southwark Schools Forum
Business As Usual Schedule**

Appendix D

	Task	Responsible Officer	When	How Often	Meeting Date
	<ul style="list-style-type: none"> Develop, maintain and deliver the annual Schools Forum Finance training package 	Senior Finance Manager, Education	Ongoing	As required and at least annually	November
Annual Review	<ul style="list-style-type: none"> Schedule an annual review of the clerking specification with Director, Children's Services and Head of Governor Services, including arrangements and budget available to the Schools Forum for the servicing of the Forum in sufficient time to secure any additional resource requirements from the Central Schools Services Block. 	Senior Finance Manager, Education	October	Annually	December

