

Children and Families Estate Review: Rationalisation and Development Programme

Meeting of the Council

23 August 2007

1 Purpose of report

- 1.1 This report follows on from a series of reports over the past decade regarding investing in the schools and Children and Families estate, and estate planning to manage the supply of school places. The Council's aim is for all young people in Edinburgh to receive a first class education in high quality buildings that are fit for purpose and meet the needs of learners in the twenty first century.
- 1.2 The report sets the framework for a review of the entire Children and Families property estate. It aims to take a holistic view of the estate, set in the context of the Council's corporate initiatives. The desire is to create a campus of facilities that may deliver school, early years and childcare, community and specialised services from a single building or suite of buildings. This will enhance the educational experience, while reducing overheads by developing a multi-agency approach on single sites. There is recognition that through adopting an integrated approach to delivering school, early years and childcare, community and specialised services the department will deliver best value and achieve efficiency savings. The programme would also allow for reinvestment into the buildings receiving additional pupils and users.

2 Summary

- 2.1 The Council is making good progress towards updating its education buildings to meet twenty first century needs. To date, 21 new or refurbished school buildings have been provided over the past four years. This will increase to 39 schools by 2011 from further proposals which already have committed funding. Should the Council decide to implement the proposals set out in this paper, the number of new/refurbished buildings will increase to 60% of the secondary school estate and 40% of the primary school estate.

- 2.2 The City is experiencing a fall in pupil numbers. Since 1997, primary school numbers have fallen by 18%, and are expected to fall for a further two years. Secondary school rolls peaked in 2003, and are expected to fall by a similar amount. This fall in rolls has been accompanied by a fall in the City's share of the Government's grant for education – a decline equivalent to £8 million over the past five years.
- 2.3 One third of primary schools and a tenth of secondary schools are operating below 60% occupancy, which is the Accounts Commission benchmark for review. A number of these schools are in poor quality accommodation which is not fit for purpose. Schools below a certain size find it increasingly difficult to deliver the full curriculum entitlement for pupils and the full range of extra curricular activities. Small schools are also expensive to run, in some cases costing almost double the City average per pupil. In contrast, larger schools can benefit from economies of scale for activities; training; peer group benefits and purchasing power. Integration and co-location of services will improve access to services for children, young people and their families, as well as making best use of resources.
- 2.4 The aim of the review is to:
- Increase the number of young people attending schools which are of the optimum size to deliver the full range of curricular and extra curricular activities;
 - Increase the number of pupils attending new or refurbished schools;
 - Generate revenue and capital receipts by reducing the number of schools with surplus places and reinvesting funding in buildings and services for children and families.
- 2.5 The report sets out a series of proposals to see the delivery of these aims set out above. The timescales for consultation on these proposals is set out for the forthcoming year.

3 Context

Estate Planning and Investment

- 3.1 The Council has conducted an extensive series of investments into its school and care estate under its Smart School Initiative. To date this has seen significant investment in 21 new or refurbished school buildings. With committed projects this will rise to 39 new or substantially refurbished buildings by 2011.
- 3.2 Much of this investment has been possible through the management of the estate to align the number of school places with demand in parts of the City. The first major tranche of investment through the PPP1 project was predicated on school amalgamation which saw the estate reduced by five primary schools. A further round of investment which will shortly

deliver three substantially refurbished and replaced primary school buildings was predicated on the closure of four further schools. Further rounds of investment including the PPP2 project will replace eight schools with new buildings.

- 3.3 While the projects referred to above have more closely aligned supply with demand in certain parts of the City, there remain other parts of the City which have not been addressed. City wide, the picture remains as a mismatch between supply and demand. This has been reported at length to the Council, particularly at the time of the 2004 rationalisations, and again more recently with a report in October 2005.
- 3.4 This report responds to the continued need to manage the supply of educational and care facilities to ensure the best possible value is derived for customers of the service. It goes on to consider the whole City and opportunities to realign levels of service to what is required to serve the local populations.
- 3.5 The proposals align populations more closely with what the Council considers to be optimum school size. Optimum sizes are considered to be around 400 pupils for primary schools and 900 - 1200 pupils for secondary schools. Primary schools with rolls of less than 100 pupils, and less than 500 pupils for secondary school, are considered to become increasingly unviable in the educational experience they deliver. Research indicates the benefits of optimum size (400 places) primary schools as they can offer:
- Greater flexibility in learning and teaching approaches;
 - More non-teaching time for planning and management;
 - In school sharing of expertise in curriculum and staff development;
 - Wider choice of non-academic and extra curricular activities;
 - Larger more stable roll;
 - Larger peer group with whom children can mix;
 - Extra resources;
 - Extra teachers;
 - More expertise;
 - Richer learning environment.
- 3.6 Research on the size of secondary schools has been inconclusive in defining an exact optimum size. Nevertheless the consensus supports the view that planning should avoid very small schools. Various studies have pointed to school sizes of between 600 and 1500 pupils. The National Foundation for Education Research UK in 2004 recommended that the optimum year group size is between 175 and 200 pupils, which translates to a school of 900 - 1100 pupils in Scottish terms. Accordingly the Council view remains that the optimum size for a secondary school is 900-1200 pupils.

An Integrated Approach

- 3.7 In April 2004 City of Edinburgh Council approved the formation of a new Children and Families Department by emphasising the need for an integrated education, children and families service as the way forward for Edinburgh in the 21st Century.
- 3.8 The principles around the development of an integrated approach to the delivery of services is in line with the ethos outlined in the Scottish Executive's document released in 2001 "For Scotland's Children", which envisaged that children's services would be built on a number of key principles. These were designed to improve outcomes for all children, most particularly, those living in challenging circumstances. The agenda set by the Scottish Executive, through a raft of new initiatives, is to encourage the development of integrated services designed to achieve the best outcomes for children and families.
- 3.9 The development of integrated services should be considered along with the commitment to improve operational practices or the development of different forms of service delivery in the context of Best Value.
- 3.10 The integration of services allows us to view children and young people within a holistic context and put them at the heart of service delivery. All areas of a young person's life are important and interconnected.
- 3.11 Co-locating services will improve the delivery of services to children, young people and their families by creating opportunities for officers to build skills, experience and knowledge which will support a more fully integrated service in the long term.
- 3.12 The benefits of co-location which provide an enhanced level of education and care services are described below:
 - (i) Implication for service users**
 - Improved accessibility both of building and of service
 - Potential single point of entry
 - Clear identification of what the new service is
 - Convenience of location
 - Having facilities located together saves time
 - Knowledge of other services and what else may be on offer
 - Support transitions to other services
 - Improved service consistency
 - Creates opportunities for increasing access to facilities and activities
 - Potential to be part of a "community" in one hub of activity

(ii) Implications for staff

- Increasing the informal and formal opportunities for workers to meet, share information and work jointly
- Sharing of information across professional boundaries
- A broader access to professional help under one roof
- Sharing and improving professional expertise and advice
- Improving and sharing training opportunities i.e.: Opportunities for staff to participate in joint training e.g. accessibility training
- Opens up opportunities for new working relationships

(iii) Financial and resource implications

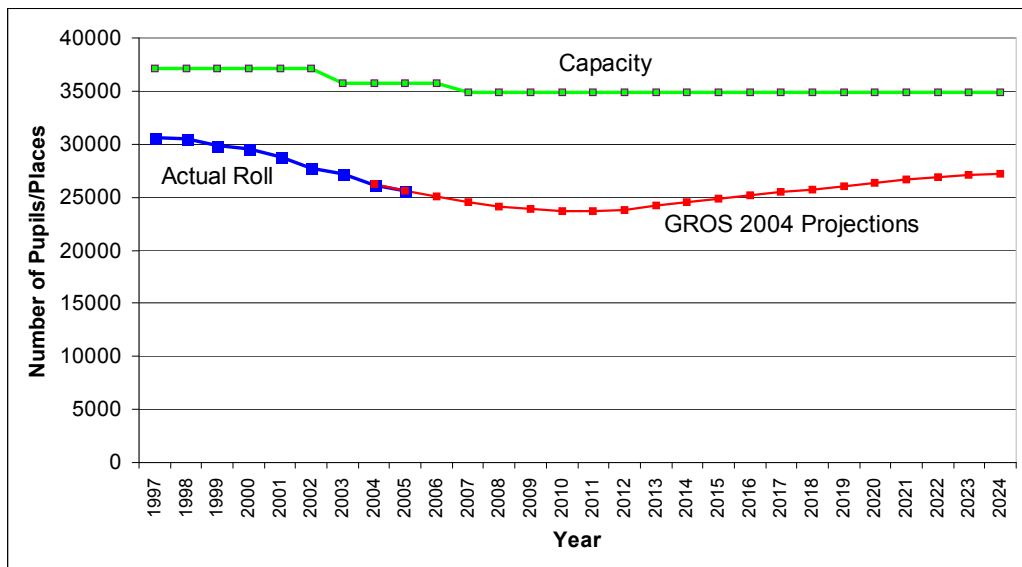
- More efficient use of equipment, space and other resources
- Facilitates improved accessibility of public to the building
- Facilitates joint training of staff
- Possibilities of economies of scale in support services and potential capital receipts

3.13 Opportunities for the provision of integrated services from a single site exist not just for Children and Families services. There are opportunities to align services delivered by the Council’s Services for Communities Department, with Lothian and Borders Police and with NHS Lothian. These opportunities will continue to be explored.

Estate Capacity

3.14 The child population in Edinburgh has fallen in recent years, with the number of pupils attending primary schools dropping by 5,500 pupils (18%) since 1997.

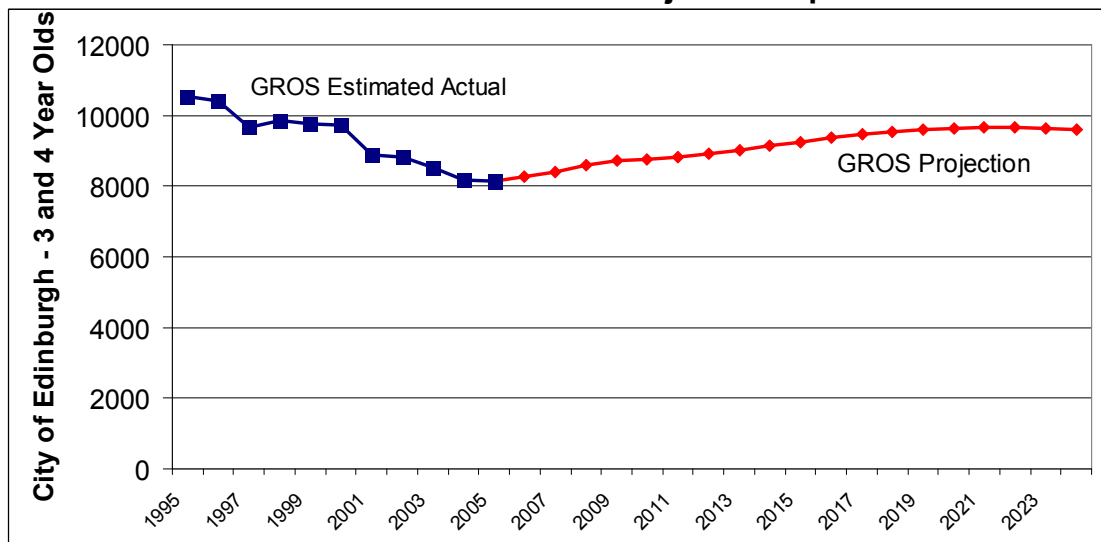
Primary School Rolls and Forecasts: 1997 to 2024



Source: CEC pupil database actual rolls; GROS 2004 based Population Projections

- 3.15 The decline of the primary school population has been reported to the Council on a number of previous occasions, most recently in October 2005. The decline has resulted in significant overprovision within this sector. As a consequence, there are a number of primary schools that are operating well below capacity, with a third of the primary school estate operating at under 60% occupancy. The continued operation of these establishments ties up scarce resources through running buildings rather than investing in learning and teaching. A further effect is that the Department is unable to take advantage of the educational benefits and efficiencies that arise through economies of scale and therefore is arguably not demonstrating best value. There will continue to be a significant level of overprovision in parts of the primary school sector unless this is addressed.
- 3.16 With regard to the Early Years age cohort, the General Registrar Office for Scotland (GROS) Mid Year Estimates indicate a decline of nearly 2,500 children (23%) aged three and four years old, over a ten year period (1995-2005).

Three and Four Year Old Estimated and Projected Population

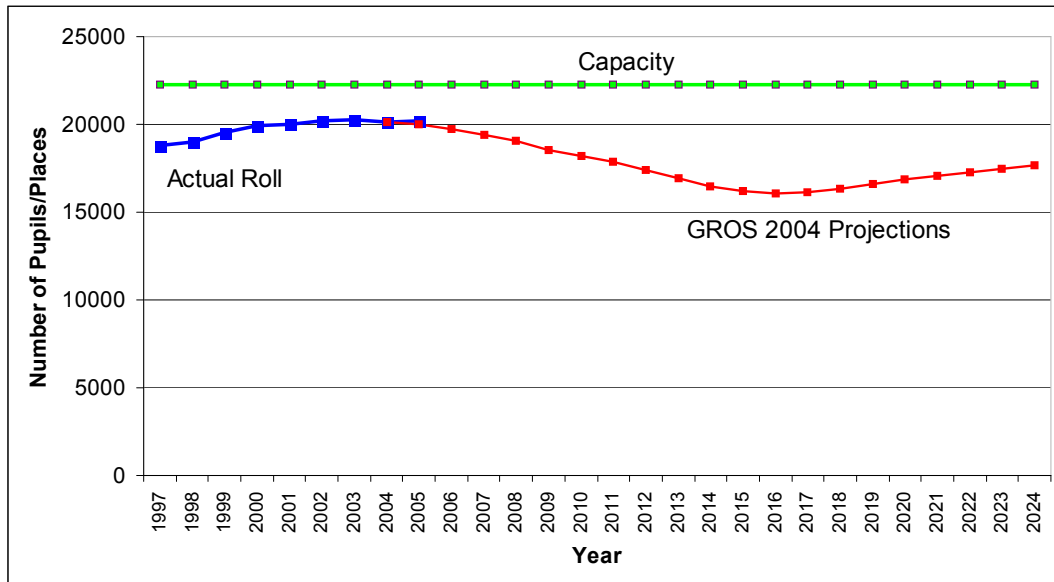


Source: GROS Mid Year Estimates 1995 to 2006; GROS 2004 Based Population Projections

- 3.17 Despite projections indicating a gradual increase in numbers over the next ten years there is still significant overprovision in early years across the city and this is expected to continue unless the capacity situation in addressed. As a consequence, there is a real opportunity to consider the re-provisioning of early years services in a manner that will deliver best value to the customers.
- 3.18 The Council is now facing a considerable decline in its secondary school population. Within Edinburgh, secondary school rolls peaked at over 20,000 pupils in 2003, were constant until 2005, and have now fallen to 19,700 (2006). Based on government statistical projections and in-house forecasting we should expect a fall to around 16,900 pupils by 2016. This means that just in order to maintain present average

occupancy levels (88% occupancy city wide) we should plan for a decrease in capacity of over 14% over the next ten years - equivalent to three to four average sized secondary schools.

Secondary School Rolls and Forecasts: 1997 to 2024



3.19 The situation is complicated by the large number of placing requests in Edinburgh, which has meant that more popular schools are at around 100% occupancy whilst a small number are heavily under-utilised. Accordingly some schools will remain around 100% occupancy, but will become more dependent on placing requests to fill to capacity. The decline in rolls within the secondary age cohort is liable to be exacerbated in neighbouring schools where pupils make placing requests out. A further complicating factor is the shifting focus of population across the City, with considerable new development being proposed in certain parts of the City (principally Granton Waterfront, Leith Docks and Craigmillar), while other parts of the City are expected to experience considerable decline in the school rolls.

3.20 A considerable number of new secondary school buildings will be delivered through the Smart Schools Investment programme in the next four years, which will complement the investment in new buildings in recent years. This will offer the opportunity to focus secondary school provision through these new, fit for purpose buildings.

3.21 The trend of declining rolls and surplus capacity in the estate is not just a City of Edinburgh issue. A number of other Local Authorities across Scotland – including Glasgow and Aberdeen - are facing similar issues and are progressing or have recently completed rationalisation exercises to more closely align numbers of school places with population requirements.

- 3.22 The position outlined above is not sustainable. Schools below an optimum size find it difficult to provide the full curriculum entitlement for pupils and the full range of extra curricular activities. Small schools are also expensive to run. For example a primary school with around 70 pupils currently costs the Council £6,780 per pupil place, compared to a City wide average of £3,400.

Neighbourhood Delivery

- 3.23 Alongside integration, neighbourhood delivery of services is a key theme for the Children and Families Department, and is a corner stone of service delivery throughout the Council. This means that services will be delivered through neighbourhood structures and by doing so will be more responsive to individual community needs. The review of the Council's property holding may be able to offer locations for neighbourhood offices which are required to deliver local services.
- 3.24 The format of this report responds to the focus on neighbourhood delivery by being divided into neighbourhoods when describing proposals.

Council-wide Agenda

- 3.25 The Children and Families rationalisation of property is set within a wider corporate context. Fit for Future (FFF1) brought together many Council services into a small number of buildings including the new Headquarters, allowing for the disposal of many other properties. This is now moving into a second phase which will be led by the Property Strategy Group and it proposed that the Children and Families estate review forms part of this project.
- 3.26 The department shares the Council agenda of developing neighbourhood offices. It is possible that the Children and Families estate review could offer up opportunities for relocating offices into neighbourhoods.
- 3.27 The Council will seek to maximise the value of any sites declared surplus by this project. It is intended that capital receipts will be retained for reinvestment into buildings and supporting services for Children and Families. All savings made as a result of the project will be applied to the Children and Families budget.
- 3.28 The proposals also relate to the Council's sustainability agenda. The main tenet of the review is based on making better use of our existing resources. Buildings which currently lie partially empty will be more efficiently utilised. Overall energy consumption will be reduced by making more efficient use of existing buildings. A smaller estate will

require a smaller maintenance regime, and there will be more opportunity to deploy sustainable projects to a higher proportion of the estate. For example recent Scottish Executive capital monies targeted for increasing energy efficiency of schools could be spread less thinly across the estate by having fewer schools to target. The proposals will also offer up opportunities for redevelopment on brownfield sites to meet the City's needs.

Financial Context

- 3.29 There is a direct relationship between the number of pupils in schools and the annual funding provided to Local Authorities by the Scottish Executive. Edinburgh, along with other Scottish Cities, is currently experiencing a period of declining pupil numbers and this is calculated to be equivalent to a fall of £8 million in the last five years. This reduction in the resources available to Edinburgh is expected to worsen in light of falling secondary school rolls.
- 3.30 The Children and Families Department is committed to generating annual revenue savings totalling £9 million by 2009-10. This is expected to be achieved through a combination of building rationalisation and an improved service delivery model.
- 3.31 The savings are derived from:
- (i) staff savings which will be achieved as a consequence of delivering services more efficiently, and
 - (ii) building running and maintenance savings which will be achieved by delivering integrated services on a single site and having fewer buildings within the estate.
- 3.32 The target savings will be achieved through reviewing the service provision in schools, community learning and development centres and early years services and developing a more integrated and efficient model of future service delivery.
- 3.33 The savings have been approved by Act of Council for the 2007-10 revenue budget and have been phased as detailed in the table below. This budget motion was based on broad cross party support for rationalisation. The table below also includes the savings agreed as earlier Acts of Council, specifically the former Social Work Department budget 2004/05 approval, based on a review of Early Years provision with a savings target of £576,000, and the approval by The City of Edinburgh Council, on 19th February 2004, of savings of £800,000 from estate rationalisation (including community education and estate rationalisation) to be applied to the Smart Schools PPP2 project affordability.

Table 1: Council Approved Children and Families Revenue Savings

Year	2007-08	2008-09	2009-10	Total
Savings (in £000,s)	£'000	£'000	£'000	£'000
Schools	500	4,049	1,525	6,074
Community, Learning and Development	350	0	0	350
Early Years (agreed per 2007-10 budget process)	1,200	0	0	1,200
Review of Early Years provision (per 2004/05 revenue budget)	576	0	0	576
PPP2 Affordability	0	0	800	800
Total	2,626	4,049	2,325	9,000

3.34 The savings targets outlined in Table 1 cannot be fully met from the revenue savings associated with property rationalisation outlined in this report. In year one there is a shortfall of £772,000 assuming an end of session 2007/8 implementation date at the earliest for the primary and secondary school proposals, and January 2008 implementation date for the other sectors. It is proposed to meet this shortfall from capital receipts generated from the project. In year two a shortfall of £2.461m has been identified. It is intended to bring forward further proposals for rationalisation of CLD, Early Years and office premises to address this shortfall.

3.35 Not all of the savings identified in the table above will be achieved through the property review. Other savings will be required which are set out in a further report on this agenda.

3.36 In addition to revenue savings, capital receipts will be generated through the sale of surplus properties. It is intended that capital receipts will be retained for reinvestment into buildings and supporting services for Children and Families.

Staffing Considerations

3.37 The staffing implications will be a key consideration during the review of the Children and Families estate and these will be assessed as proposals are taken forward. A wide range of staff will be involved and it is Council policy to seek suitable alternative employment for those staff that will be affected by a closure of a school or establishment.

3.38 Staff will be kept informed of developments as proposals are taken forward. Consultation with representatives of the relevant Trades Unions has commenced and further consultation will take place to discuss staffing and recruitment implications and arrangements to manage any redeployment of staff.

4 Estate Review: Description of Integrated Proposals

- 4.1 An option appraisal methodology has been developed to assess the Children and Families estate, from which a series of proposals have emerged. This considers a number of key factors – ‘triggers’ for rationalisation – which are described in Appendix 1. This Appendix also gives further detail regarding each proposal. The establishments proposed for closure are listed below.

Early Years Establishments

Cameron House Nursery School
Grassmarket Nursery School
High School Yards Nursery School
Princess Elizabeth Nursery School
Victoria Park Child and Family Centre
Westfield Court Nursery School

Primary Schools

Abbeyhill Primary School
Bonnington Primary School
Burdiehouse Primary School
Craigentinny Primary School
Dalmeny Primary School
Drumbrae Primary School
Hillwood Primary School
Lismore Primary School
St Cuthbert's Primary School
St Catherine's Primary School
Stockbridge Primary School
Victoria Primary School
Westburn Primary School

Secondary Schools

Castlebrae Community High School
Drummond Community High School
Wester Hailes Education Centre

Community Centres

Bingham Community Centre
Gorgie War Memorial Hall Community Centre
Riddles Court Community Centre
St Ann's Community Centre

5 Financial Implications

5.1 The tables below illustrate the targets to be achieved, the current savings proposed and the shortfall. The figures set out in the table assume January closures for the early years and community learning and development sectors. It is important to stress that any shortfall identified in a particular year will continue to recur in subsequent years. Thus while years 2010/11 onwards show savings in excess of that particular year's target, this needs to be set against the recurring shortfall which by the end of 2009/10 will amount to £3.163 million per annum.

	2007-08	2008-09	2009-10	Total
Savings (in £000,s)	£'000	£'000	£'000	£'000
Schools	500	4,049	1,525	6,074
Community, Learning and Development	350	0	0	350
Early Years (agreed per 2007-10 budget process)	1,200	0	0	1,200
Review of Early Years provision (per 2004/05 revenue budget)	576	0	0	576
PPP2 Affordability	0	0	800	800
Total	2,626	4,049	2,325	9,000

Summary of Proposed Savings

Year	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Total
Savings	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Primary Schools	0	1,174	1,590	356	0	0	0	3,120
Secondary Schools	0	258	804	898	178	138	288	2,565
Early Years	1,776	0	0	0	0	0	0	1,776
CLD	78	156	0	0	0	0	0	234
Total	1,854	1,588	2,395	1,254	178	138	288	7,695

Shortfall by Sector

Year	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Total
Savings	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools	500	2,617	-870	-1,254	-178	-138	-288	389
Early Years	0	0	0	0	0	0	0	0
CLD	272	-156	0	0	0	0	0	116
PPP2 Affordability	0	0	800	0	0	0	0	800
Savings Shortfall	772	2,461	-70	-1,254	-178	-138	-288	1,305

5.2 The proposals are also expected to generate a volume of surplus property – 13 primary school properties have an estimated value over £16 million alone should they become surplus. Capital receipts will be retained and used for Children and Families services, including the

upgrade of the fabric of the receiving buildings and necessary extensions and adaptations to allow the proposals to be implemented.

Potential Risks

- 5.3 The 2007-10 efficiency saving commitment cannot be realised within the agreed timescale. The effect would be a significant shortfall in the department's budget which would result in a significant overspend.
- 5.4 The capital work required in the receiving establishments proves more extensive than was originally envisaged. This could result in a delay in the implementation of the proposal and costs could be higher than expected.
- 5.5 The level of capital receipts envisaged is not realised. The knock on effect being that there are insufficient funds available to undertake the capital works in the receiving schools.
- 5.6 To mitigate these risks the Department will undertake the following actions.
- 5.7 Request City Development Department to carry out detailed surveys of the receiving buildings to establish the extent of the adaptations required and associated timescales from the outset. Should any additional building work be required as a consequence of these surveys this will be included within the project plan.
- 5.8 Deliver the project using Prince II project management principles to further mitigate risks associated with delivery. This will include setting up a Project Board with representation from across the Council Departments and the nomination of an officer to manage the project to ensure that it is completed on schedule and within budget. This will ensure any issues that arise will be dealt with timeously.
- 5.9 A detailed action plan has been prepared by the Children and Families management team to ensure savings are delivered. This is monitored on a monthly basis and the details of actions are currently being reported to elected members elsewhere on this agenda. A further detailed report is presently being prepared and will be reported within one cycle.
- 5.10 In assessing estimated capital receipts from the potential surplus sites, initial advice has been sought from Planning on what form of development might be acceptable. In the case of properties where there are playing fields and extensive areas of open space, Planning have been consistent in their advice that any redevelopment should be restricted to the existing built area and that green open space should not be developed. A further consideration is Millennium tree planting. Planning's preference is that this Millennium Forest remains in the Council's ownership. Estimated capital receipts have therefore been

based on all of the green open space and Millennium Forest remaining undeveloped.

6 Consultation Process and Timetable

- 6.1 Should the rationalisation programme be approved by the Council for consultation, a series of detailed consultation papers for each proposal will be developed and brought forward to the Education, Children and Families Committee for approval to consult. The first of these are proposed for submission to the Education, Children and Families Committee on 28 August 2007. Further detailed consultation papers for individual proposals will be brought forward in successive tranches over the forthcoming year. It is proposed that the final Council decision on each proposal is taken by a meeting of the full Council following each consultation exercise. The timescales associated with this proposed programme are set out in Appendix 2.
- 6.2 A number of rationalisation proposals are interlinked with other property rationalisation proposals. Where necessary, these will be time phased to run in tandem.
- 6.3 The Education Authority is required to carry out formal consultation procedures for primary and secondary school closure or catchment realignment under Section 22A of the Education (Scotland) Act 1980. The requirements for the consultation are prescribed in the Education Publication and Consultation Etc (Scotland) Regulations 1981 as amended.
- 6.4 The regulations require notification of the proposals to be issued to every parent requiring to be consulted. Representations on the proposals may be made within the period specified in the notification: this period must not be less than 28 days from the day immediately following the date of notification. If a public meeting is held it must be not less than 14 days after that day. In addition, full details of the proposals must be given to the Clerk of the School Board (or parental representative group) of each relevant school for comment.
- 6.5 Section 22B of the Education Act requires that in certain cases, the Authority must seek the consent of the Scottish Ministers to implement proposals. This includes proposals where the affected school is operating at over 80% occupancy or proposals affecting denominational schools where agreement cannot be reached between the Authority and representatives of the Roman Catholic Church.
- 6.6 Changes affecting the early years sector, including changes to nursery schools, and the community learning and development sector are not subject to statutory consultation under the terms of the Act. It is proposed, however, to follow the same consultation model for all sectors.

- 6.7 In practice, the consultation process will extend well beyond the statutory minimum in order that communities intending to make representations have ample opportunity to consider the consultation papers and prepare their case. This will include a public meeting at every establishment affected.
- 6.8 It is likely that there will be many requests from schools and community organisations to bring deputations to the Education, Children and Families Committee and full Council meetings at different stages of the process. It is recognised that the formality and time restrictions of the standard deputation process do not allow the level of engagement and dialogue which effective consultation requires. Moreover, a high volume of deputations at any one meeting, and repeat deputations to successive meetings, is not conducive to attentive listening.
- 6.9 It is important that communities affected by the rationalisation proposals should have the opportunity to address elected members directly as part of the consultation process. It is therefore proposed that each of these communities be invited to bring a deputation to a meeting of the Education, Children and Families Committee on a phased basis after full information about the proposals affecting that community has been fully disclosed and digested. The Standing Orders on deputations can be relaxed, at the discretion of the Convener, to provide for an extended presentation and dialogue. Contributions will be recorded and included within the final report at the end of the consultation period on each individual proposal. With the number of establishments within the first tranche of the programme, there will be a need for additional meetings of the Education, Children and Families Committee in the period to December 2007.
- 6.10 In the interest of fairness to all concerned and to give each establishment the same opportunity to be heard, it is suggested that the Council and the Education, Children and Families Committee does not hear deputations at other stages of the process and that the Council Secretary advises organisations making requests of the opportunity which will be made available to make their views known to members during the consultation phase for their own school/centre.

7 Recommendations

- 7.1 It is recommended that the Council notes the contents of this report and the requirement to deliver a series of savings for implementation over the period 2007-2010.
- 7.2 The Council is requested to:

- a. approve the scope of the Children and Families estate rationalisation and development programme as set out in this report and at Appendix 1;
- b. call for the first tranche of detailed consultation papers for each proposal to be presented to the Education, Children and Families Committee on 28 August 2007 for approval to consult;
- c. approve the proposal to retain the income generated from the surplus sites associated with this project for reinvestment into buildings and supporting services for Children and Families;
- d. note the intention to invite each community affected by the rationalisation programme to bring an extended deputation to a meeting of the Education, Children and Families Committee on a phased basis and to authorise the Council Secretary to direct organisations making requests for deputations to this arrangement.

Gillian Tee
Director of Children and Families

Appendices	Appendix 1	Property Estate Review - Option Appraisal
	Appendix 2	Proposed Consultation Timescales
	Appendix 3	Neighbourhood Maps Indicating Location of Proposals
Contact/tel		
Background Papers		