

# Education and Business Scrutiny Commission

Monday 16 December 2019

7.00 pm

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

## Supplemental Agenda

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Item No.	Title	Page No.
8.	<b>REVIEW: SCHOOL EXCLUSIONS - School reports</b>	1 - 6
	Southwark Ark Academy have provided the enclosed report, to note.	
10.	<b>REVIEW: PROCUREMENT - CHILDREN AND ADULTS SERVICES</b>	7 - 10
	Genette Laws, Director of Commissioning, Children and Adults Services, will present the report on improving access to procurement for SMEs and community groups in Children and Adults Services. An appendix on engagement with Hubs is also enclosed.	

### **Exclusions and Mobility at Ark Schools in Southwark**

Ark has three schools in Southwark – Globe (primary & secondary), All Saints (secondary) and Walworth (secondary). Globe’s outcomes are significantly above the national average for both primary attainment and secondary progress. All Saints and Walworth’s secondary progress outcomes are also in line with the national average. All three schools have been rated ‘Good’ by Ofsted.

Inclusion is an important value across all Ark schools. While we count ‘exemplary behaviour’ as one of our key pillars, we are also committed to ‘knowing every child’ and therefore doing everything we can to help our students, whatever their circumstances. All pastoral data - including attendance, exclusions and enrolment – is monitored at a school, regional & network level, with all levels of management expected and empowered to act in the best interests of all our students.

#### **1. Globe – Primary & Secondary**

##### **Permanent Exclusions**

Year	2016/17	2017/18	2018/19
PEX #	3	3	2
Reasons	<ul style="list-style-type: none"> <li>• Pers. breaches (2)</li> <li>• Poss. of a weapon (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Pers. breaches (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Pers. breaches (1)</li> <li>• Phys. assault against adult (1)</li> </ul>

The Principal has worked hard to avoid permanent exclusions by successfully arranging fresh starts for pupils at other local secondary schools.

PEX Rate	Globe	National Avg	Nat Avg (Adj for PP)
Primary	0.0	0.0	0.1
Secondary	0.2	0.2	0.3

Globe’s permanent exclusion rates are in line with national averages and are, in fact, below national averages once the school’s relatively high percentage of disadvantaged students is taken into account.

##### **Fixed Term Exclusions**

Year	2016/17	2017/18	2018/19
FTE Rate	9.0	8.3	6.0

Fixed term exclusions have been reducing year-on-year over the past few years.

FTE Rate	Primary		Secondary	
	Globe	National	Globe	National
Pupil Premium	7.0	3.9	8.1	24.9
SEN School Support	11.1	7.1	12.6	28.5
Black Caribbean	9.1	2.9	10.1	20.9
Mixed - White & Black Caribbean	0.0	2.8	6.7	20.2

FTE Rate	Globe	National Avg	Nat Avg (Adj for Globe PP)
Primary	5.3	1.4	2.9
Secondary	6.6	10.1	16.9

Globe Primary’s fixed term exclusion rates are above national averages – including those specific to student groups with high national rates. These rates appear to be driven by a small

number of challenging pupils with repeated exclusions. Globe Secondary's rates are below national and are well below for student groups with high national rates. As a result, Globe Secondary's overall rate is much lower than its adjusted national average value. 'Internal exclusions' are used as an alternative to FTEs, with an annual rate of 40 internal exclusions per 100 secondary students.

### Student Mobility

# of Students	2017/18		2018/19	
	Joined	Left	Joined	Left
Year 7	+2	-10	+11	-9
Year 8	+9	-16	+6	-9
Year 9	+11	-12	+9	-13
Year 10	+9	-17	+6	-10
Year 11	+3	-4	+6	-1

Student mobility is typically lower during KS4 and has reduced year-on-year.

# of Leavers	Year 10	Year 11
Left Area	4	0
Local Transfer	1	1
Home School	1	0
Managed Move	2	0
PEX	1	0
Not fully enrolled	1	0

Of the students that left during KS4 last year, the most common reason was that the students left the local area. Ofsted has not flagged this school as having unusual levels of mobility during KS4.

## **2. All Saints – Secondary**

### **Permanent Exclusions**

Year	2016/17	2017/18	2018/19
PEX #	1	1	3
Reasons	<ul style="list-style-type: none"> <li>Threatening behaviour towards pupil</li> </ul>	<ul style="list-style-type: none"> <li>Poss. of a weapon</li> </ul>	<ul style="list-style-type: none"> <li>Fireworks (1)</li> <li>Pers. breaches (2)</li> </ul>

All Saints' permanent exclusions peaked at 3 students last year, but is expected to decline again this year.

PEX Rate	All Saints	National Avg	Nat Avg (Adj for PP)
Secondary	0.5	0.2	0.3

All Saints' rate is above the national average – but this gap vs national represents one additional exclusion.

### **Fixed Term Exclusions**

Year	2016/17	2017/18	2018/19
FTE Rate	7.2	15.4	7.3

Following a peak in 2017/18 due to a particularly challenging first cohort, All Saints' fixed term exclusions have since returned to below average levels.

FTE Rate	Secondary	
	All Saints	National
Pupil Premium	8.1	24.9
SEN School Support	20.5	28.5
Black Caribbean	12.7	20.9
Mixed - White & Black Caribbean	23.5	20.2

FTE Rate	All Saints	National Avg	Nat Avg (Adj for All Saints PP)
Secondary	7.3	10.1	17.4

All Saints' fixed term exclusions are below national averages – both overall and for all groups with high national rates. As a result, All Saints' overall rate is much lower than its adjusted national average value. This lower rate is largely due to effective use of a well-staffed internal behaviour support unit, which manages 398 internal exclusions per 100 students.

### **Student Mobility**

# of Students	2017/18		2018/19	
	Joined	Left	Joined	Left
Year 7	+4	-5	+1	-1
Year 8	+3	-4	+4	-7
Year 9	+5	-12	+6	-3
Year 10	+7	-5	+11	-3
Year 11	+1	-1	+4	-5

Student mobility is typically lower during KS4. There are typically more joiners than leavers during this period.

# of Leavers	Year 10	Year 11
Left Area	2	1
Local Transfer	0	2
Home Ed	0	0
Managed Move	0	0
PEX	0	1
Not fully enrolled	1	1

The most common reasons for leaving during KS4 are students leaving the area or transferring to nearby schools. Ofsted has not flagged this school as having outsized mobility during KS4.

### 3. Walworth – Secondary

#### Permanent Exclusions

Year	2016/17	2017/18	2018/19
PEX #	4	7	4
Reasons	<ul style="list-style-type: none"> <li>• Pers. breaches (1)</li> <li>• Threatening behaviour (1)</li> <li>• Poss. of a weapon (1)</li> <li>• Phys. assault on staff (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Pers. breaches (2)</li> <li>• Phys. assault on staff (1)</li> <li>• Drugs on site (2)</li> <li>• Poss. of weapon (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Pers. breaches (1)</li> <li>• Phys. Assault (2)</li> <li>• Poss. of weapon (1)</li> </ul>

Permanent exclusions peaked in 2017/18 but have since been reduced to lower levels. The new Principal, who started in September 2018, has developed positive working relationships with many of the other local secondary schools and is adept at arranging fresh starts for pupils at other schools when appropriate.

PEX Rate	Walworth	National Avg	Nat Avg (Adj for PP)
Secondary	0.4	0.2	0.3

Walworth's permanent exclusion rate is above the national average, but is within 1 student of the national average once it has been adjusted to account for Walworth's high levels of disadvantage.

#### Fixed Term Exclusions

Year	2016/17	2017/18	2018/19
FTE Rate	8.1	8.9	0.6

Walworth's fixed term exclusion rates have significantly reduced during the last year – despite already being below national averages – and are currently the lowest among secondary schools in the network. As with All Saints, the lower exclusion rates are in large part down to the effective use of the internal behaviour support unit, as well as a concerted effort on the part of the Principal not to exclude pupils in order to avoid placing them out into the unsafe environment of the local community. This unit manages 68 internal exclusions per 100 students.

FTE Rate	Secondary	
	Walworth	National
Pupil Premium	1.0	24.9
SEN School Support	0.8	28.5
Black Caribbean	0.0	20.9
Mixed - White & Black Caribbean	5.4	20.2

FTE Rate	Walworth	National Avg	Nat Avg (Adj for Walworth PP)
Secondary	0.6	10.1	15.1

Walworth's fixed term exclusion rates are now extremely low across all groups.

#### Student Mobility

# of Students	2017/18		2018/19	
	Joined	Left	Joined	Left
Year 7	+5	-11	+3	-20

Year 8	+9	-12	+8	-5
Year 9	+7	-1	+15	-13
Year 10	+1	-6	+7	-12
Year 11	+3	-3	+6	-1

Student mobility is typically lower during KS4. There are typically as many joiners as there are leavers during this period.

# of Leavers	Year 10	Year 11
Left Area	3	0
Local Transfer	3	0
Home Ed	2	0
Managed Move	0	0
PEX	1	0
Not fully enrolled	3	1

The most common reasons for leaving during KS4 are students leaving the area or transferring to nearby schools. Ofsted has not flagged this school as having outsized mobility during KS4.

**Briefing Note**

<b>Report From:</b>	Hannah Moorhouse, Senior Commissioning Officer, Children's and Adult Services	<b>For:</b>	Cynthia Davis, Assistant Director for Commissioning, Children's and Adult Services
<b>Subject:</b>	Local Community Offer (Hubs) for Older People, Disabled People and Carers in Southwark	<b>Date:</b>	10 <sup>th</sup> October 2019

**1. Summary:**

- 1.1 This paper provides an update on the commissioning and procurement developments for the Local Community Offer (Hubs) for Older People, Disabled People and Carers in Southwark.
- 1.2 The vision is to develop hubs across Southwark, developing a local network offering residents a new way to connect with community groups and local organisations and access the information, advice and support needed to address the issues and challenges faced, and prevent these issues from escalating.
- 1.3 is intended that the Hub model will support the Council to more effectively manage increasing demand at its "front door" by making best use of the skills and experience of the community and voluntary sector to deliver information, advice, navigation and facilitation to community opportunities across the borough in order to maximise independence and wellbeing. The proposal uses a collaborative model across social care and the third sector to make effective use of resources, and bring together these key parts of the system, so that a clearer, more cohesive response to people seeking advice and support in the borough is available. Crucially, it will bring to life our positive policy of 'no wrong door' so that the people needing our services only have to tell their story once.
- 1.4 The procurement strategy approved by Cabinet in July 2018 was to undertake a Competitive Procedure with Negotiation, to secure two contracts with Lead Providers (one for older people and one for disabled people) who will work with a network of sub providers to deliver a comprehensive range of services for older people, disabled people, and carers in Southwark. This was the preferred option and supports the council in working collaboratively with bidders to maximise the service offer by evaluating their experience, expertise and reach, enabling the council to enter into a contractual relationship with bidders who have met these requirements.
- 1.5 The plan to award 2 contracts three years in length (with the option to extend for a further 2 years) will replace a number of grants currently paid to the Southwark Community and Voluntary Sector (CVS) which have historically been extended on an annual basis. The investment of longer term funding will provide increased stability and build capacity within the sector.

## **2. Engagement - Developing community hubs**

- 2.1 Engagement with Southwark residents, carers, and the local CVS has been essential to the programme, and has been ongoing and evolving over an 18 month period.
- 2.2 Incumbent CVS providers participated in the Hubs Project Board and work stream groups up until the start of the procurement timetable. CVS representatives were able to share their depth of experience in providing community services for Southwark residents in the developmental phase of the work programme.
- 2.3 Early engagement events were facilitated in collaboration with the local CVS to discuss resident needs, and opportunities to develop the local community offer in Southwark.
- 2.4 Among the first included a Provider Led Group which was facilitated in July 2018. Community Southwark invited members of their established CVS networks including for: Learning Disabilities, Physical and Sensory Disabilities, Older People, and Hispanic Network. The Hubs Provider Led Group was attended by over 20 organisations from across the Borough who work in the interests of disabled people, older people, and carers.
- 2.5 Other engagement with Southwark CVS has included:
- Equality and Human Right Forum (July 2018)
  - Older People Small Groups Meeting- facilitated by Age UK (August 2018)
  - SAIL (Safe And Independent Living) Steering Group (February 2019)
- 2.6 The Equality and Human Rights forum is facilitated by Southwark Legal Advice Network, and was attended by a number of CVS groups including Southwark Latin American Women's Rights.
- 2.7 The CVS feedback was utilised to shape and influence the initial; model, principles, and high level service specification.
- 2.8 Further engagement conversations took place with service users and carers, the CVS, as well wider stakeholders in early 2019 to "sense check" the themes within the emerging service specification. These engagement events were organised at local CVS organisations:
- Southwark Pensioners Centre (community support for older residents and carers in Central/South Southwark)
  - Blackfriars Settlement (community support for older residents and carers in North Southwark)
  - Bede House (community support for residents with a learning disability).
- 2.9 These conversations were completed with residents from a wide range of social, cultural, and ethical backgrounds, and who have an extensive range of health, wellbeing and social needs. The conversations were crucial for the advancing the model and service principles.

2.10 A final pre-tender provider and resident engagement event was scheduled in January 2019 with invitations circulated by Healthwatch Southwark, and Community Southwark. The total number of local community and organisations who were invited to event was 74- details are imbedded below. The full stakeholder/invite list was developed with support from Community Southwark. A number of Black Asian and Minority Ethnic (BAME) & asylum seeker groups were invited based on the records maintained by Community Southwark on active relevant local community groups.

- Latin American Disabled People's Project
- Organisation of Blind African & Caribbean's
- Vietnamese Mental Health Services
- Southwark Day Centre for Asylum Seekers
- Latin American Elders Group

2.11 The named organisations above did not attend the January 2019 event. The invitation included the Commissioning Team contact details to ensure other opportunities for feedback were provided.

### **3. Communication -**

3.1 Community Southwark have distributed regular blogs, and other digital updates to their CVS provider network to provide ongoing notifications to the sector in Southwark. A dedicated Council inbox has been established [hubs@southwark.gov.uk](mailto:hubs@southwark.gov.uk) and has been promoted through events and forums as described above so that residents, CVS, and wider stakeholders can make contact and provide routine feedback.

### **4. Market engagement- community hubs**

4.1 Three market engagement events have also taken place in order to prepare the market for the tender opportunity. The invitation to the market warming events were distributed by Community Southwark to all of their relevant networks. The market engagement sessions were well attended and demonstrated high interest from the local and wider market in the opportunity to be part of the integrated and system-wide working that the community hubs presents.

### **5 Digital Opportunity-**

5.1 As part of this programme of work, and to encourage preparation for the hubs approach, programme leads have been exploring digital opportunities and have secured Southwark Council Corporate Digital Innovation funding to enable the exploration and testing of digital prototypes to support effective self-service options and provision of information and advice.

- 5.2 Current CVS providers participated in early Hubs System, Infrastructure and ICT work stream meetings to provide feedback on the digital barriers or challenges faced by some older and disabled residents and this feedback has been crucial for the current design work. Southwark Pensions Centre has facilitated user-testing of an early prototype with members in September 2019, and further engagement work is planned with CVS, residents and carers.

**6. Timeline and Next Steps :**

- 6.1 The tender is currently live and so specific information cannot be disclosed regarding the bidders and any future providers at this time. The recommendation to award a new contract is due to be considered by Cabinet in January 2019. Following contract award in January 2020 the new service is due to go live in May 2020.
- 6.2 The current grants and contracts for existing support services for older people, disabled people and carers have been extended, from April 2019 - May 2020, to avoid a break in service continuity for residents and align fully with the hubs procurement timetable.