

Cabinet

Tuesday 13 September 2022

11.30 am

Ground Floor Meeting Rooms, 160 Tooley Street, London SE1 2QH

Appendices

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Date: 5 September 2022

2022-
2025

Southwark
Council

Special Educational Needs and Disability (SEND) Strategy

for children and young
people aged 0-25



Foreword

This strategy strengthens Southwark Council's commitment to maximise positive outcomes for children with Special Education Needs and or Disabilities (SEND) and their families, through proposals for greater collaboration and a renewed focus on priority areas. This approach could not be timelier, with 2,891 children and young people currently with active Education Health and Care Plans and an increasing demand for specialist services we want to make sure that our children have the opportunity to attend high quality local provision, to enjoy learning and to reach their potential.

Developed and co-designed in partnership with the Institute of Public Care in consultation with our SEND service users, the voices of our families with children with special educational needs have helped reshaped our ambitious vision. We are building on an already well-established SEND system, with excellent provision for children, young people and families across Southwark's special and mainstream schools and early years settings. While we cannot under-estimate the challenges involved in improving the quality of special needs services, these challenges will not temper our commitment and ambition to deliver the best for our children and young people with special educational needs.

Working together in the current climate

The current cost of living crisis is bearing down on all our families, not least those reliant on special educational needs services. Working together will improve outcomes for children and young people, by helping us overcome administrative and external financial challenges and find better ways to deliver services.

The four key priorities that came out of the consultation will be at the centre of our joint work. As clearly set out in this strategy, these are: *Improving provision for complex needs; Provision of more timely, high quality identification and provision; Development of greater confidence skills and competencies in all settings; and Development of pathways into adulthood for young people with SEND.*

The priority framework will enable all relevant partners to focus on the areas important to our children and young people, including the importance of working with children in their early years and later on in their transition from childhood to adulthood. The strategy will also help develop close working relationships that could make a real difference to life chances through educational and employment opportunities.

Delivering our ambition

The collaborative approach to the strategy will be maintained throughout the next phase, namely the design of the implementation plan. The SEND Operational Group, with representation from all agencies across the borough including health, social care, parents and carers, CAMHs and adult health, mental health and therapy services, will sign off and monitor the plan.

As deputy leader and cabinet lead for children, young people and education, I will ask cabinet to work closely with council departments and partners to influence the delivery of the vision.

In the spirit of this strategy we must work together to make this strategy and plan purposeful, we will hold a new open annual Southwark Special Education Needs and Disabilities conference to bring members, key stakeholders and families with special educational needs together. Everyone including councillors will have a meaningful opportunity to understand and positively contribute to our commitment to enhance the lives and outcomes for children and young people with special educational needs in Southwark.



Cllr Jasmine Ali
Deputy Leader Southwark Council
& Cabinet Member for Children, Schools and Education

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Executive Summary

Southwark has many reasons to be proud of the quality of its services and the educational outcomes for children and young people with SEND, and their families. There is excellent provision for these children, young people and families across the local area's special and mainstream schools and early years' settings. We recognise that there is a need to keep pace with demand, to share best practice and improve the quality of provision further.

This strategy sets a challenging agenda for improvement: to build on the good progress made since the SEND Area Review in 2018 (50019750 (ofsted.gov.uk) and to address the areas for action identified in that review, alongside expanding the capacity of SEND provision locally to meet the needs of children and young people from 0-25 years old. It is focused on ensuring good practice in every school and a stronger commitment to inclusion at all ages from 0-25.

The local area's challenge in this period is to ensure that we focus our resources on the most educationally effective provision that provides best value for money, and that we use what we know about our children and young people, and their families, to plan ahead effectively. All our children and young people with SEND deserve to have the opportunity to attend high quality provision locally, to reach their potential, and to enjoy learning.

Over the past three years, we have been working to the SEND Capital Strategy (SEND Education Provision Strategy | Southwark Local Offer) and have made significant progress in expanding the capacity of SEND provision to meet local need for children and young people 0-25 years.

The local area's programme for change is still operating in challenging times from a health, economic, and policy perspective. The global pandemic has placed an additional layer of complexity onto service development and family life, encouraging a necessary focus on immediate priorities, safety, and continuity of existing delivery. Southwark mobilised a multi-agency, back- to-school working group in April 2020 to support the attendance of vulnerable children (including those with SEND).

This strategy has been developed in the context of pressure on the resourcing of high needs placements as a significant issue, which has been recognised both locally and nationally. In light of this and the direction of the government Green Paper (SEND Review – right support, right place, right time (publishing.service.gov.uk)) we await the outcome of the national consultation and subsequent statutory changes. However, through these periods of change, it is important to state that Southwark has remained committed to meeting our statutory duties and the continuous improvement of our offer for children and young people with SEND.

This current SEND strategy is a Local Authority focused document. Health partners are committed to the development of a collaborative SEND strategy for the local area's health, care, and educational systems, and participated in the consultation process.

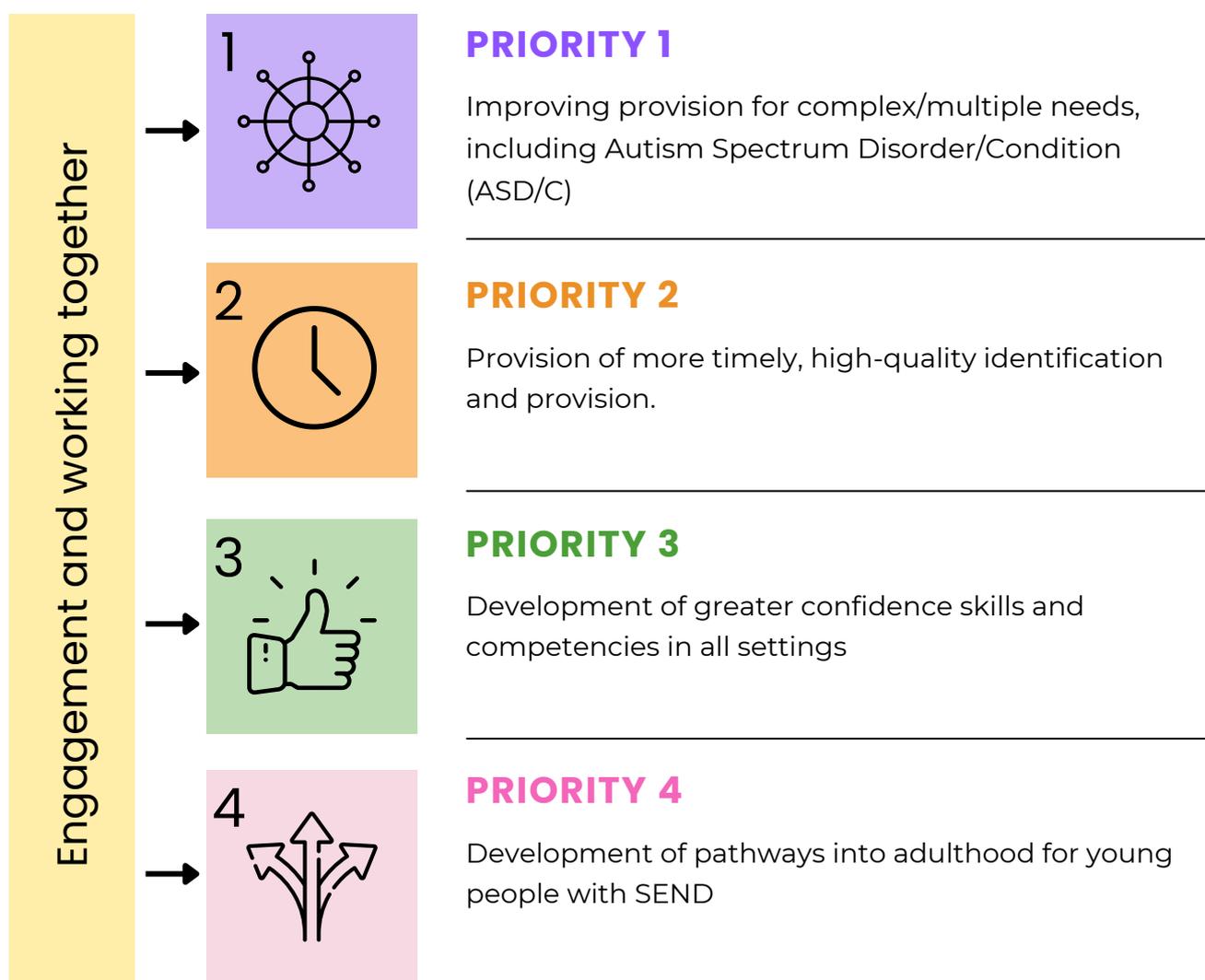
Integrated Care Systems (ICS) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and plan in a way that improves population health and reduces inequalities between different groups. ICS cover a larger footprint, and Southwark will be part of South East London ICS. There will be a new model of collaboration, partnership and integration, with many decisions delegated to local systems and leaders to agree. The development of place-based partnerships will be determined locally, and this will include the commissioning for SEND and the required governance arrangements. These have not yet been agreed and it makes sense to wait until SEND arrangements are known so that we understand who our key SEND partners are and can agree a more collaborative SEND strategy.

The development of this strategy has been informed by all those involved in the SEND process. The views of children, young people, their families and carers as well as schools and other stakeholders were captured using a range of consultation activities, collated into a full consultation report and incorporated into this final document. In addition, throughout the process, we have maintained engagement and consulted with head teachers from special schools through the 16-25 Pathways to Adulthood board, through the ASD Review and the Early Years Strategy, and parents and carers are engaged through representation from Southwark Independent Voice on our boards.

The local area's SEND strategy will be reviewed regularly as the SEND landscape changes. We eagerly await the results of the consultation on the government's SEND Green Paper to inform that work.

Our statement of intent and key priorities

The overarching statement of intent of this strategy is to better engage and work together with every child or young person with SEND and all other agencies involved in supporting them. It underpins the strategy and threads through all the four identified priorities. These priority areas, supported by performance indicators, will guide our SEND work between 2022 -2025. They are:



And the objectives that sit underneath them are:

- to ensure we engage and work together with parents and carers, children and young people, and all other agencies involved in providing support for SEND;
- to improve provision and support across the age range for children and young people who have complex/multiple needs; including those with ASD/ASC (Autistic Spectrum Disorder/Condition);
- to provide timely, high-quality identification of need and provision for children and young people with complex/multiple needs and their families.
- to develop greater confidence skills and competencies in all settings from early years to leaving school so that we can more consistently meet the needs of children and young people with SEND;
- to develop pathways for young people with SEND moving into adulthood that enable them to lead more independent and fulfilling lives;
- to ensure that the wellbeing of our children, young people and families is considered in all that we do.

We know we still have work to do to improve the local area's service offer. By placing engagement and coproduction with everyone at the heart of our priorities, we are confident that we can reshape our offer, promote wellbeing, and deliver better outcomes for our children, young people and families with SEND.

Section 1: Vision, principal objectives, aims and purpose

This strategy builds on a strong, well-established SEND system: provision and outcomes for children and young people with SEND in Southwark are excellent. All of the local area's special schools are good or better. Of the nine schools, five are consistently OFSTED outstanding.

At the end of the summer term 2021 (2019 for most recent published results at primary), the achievement of children and young people identified as 'SEN support' in Southwark mainstream schools was in the top 25% of local authorities in the country in the End of Key Stage assessments at age 6 and 11, at GCSE and Post- 16.

We recognise that only by continuing to work collaboratively with all Southwark stakeholders: parents, children and young people and providers, can we maintain and build upon these high standards. We acknowledge that there is a need to keep pace with demand, to share best practice and improve the quality of provision further.

Why are we doing this?

- We are ambitious and want to do better. The local area's special schools and mainstream settings are doing well but we can do more to make our services more inclusive.
- We want to keep pace with demand and encourage innovation. There are increasing numbers of children and young people with more complex needs who require EHC plans. We need to think how we can practically, and creatively, meet these needs.
- We want to make sure that we have the best possible arrangements in place with our partners and key agencies to make the right plans with our children and young people.
- We know that we are living in financially challenging times so we must make the best use of our resources to make a difference. Costs are increasing and we want more local quality provision.
- We want to work more collaboratively with children, young people, and their families and improve their experience of the SEND system so it is clearer, more equitable and more responsive.

We work closely with our Parent Carer Forum: Southwark Independent Voice (SIV), launched in September 2019. Their mission statement and purpose are below:

Mission

To enable parents and carers to be active participants in coproduction with the Local Authority (Southwark Council), Clinical Commissioning Group (*PARTNERSHIP SOUTHWARK*), the NHS and other partners. Our aim is to ensure positive and productive outcomes for children and young people aged 0-25 with special educational needs and learning disabilities (SEND).

Purpose

To give parents and carers an informed collective voice at a strategic level to bring about change for the better.

We have a number of projects ongoing with SIV to improve the local area's services for our parents and carers and they are a fully collaborative partner on our boards, playing an important role in aspects of development of strategy and continuing work.

Southwark's values

As a central London borough, our mission is to improve life chances for our residents and make Southwark a special place to live and work. More than ever, we recognise that in times of financial constraints, there is a need to focus our resources on the areas where we can make the most impact.

Our current council plan sets out our values, to:

- treat residents as if they were a valued member of our own family;
- be open, honest and accountable;
- work for everyone to realise their own potential;
- spend money as if it were from our own pocket;
- make Southwark a place to be proud of;
- always work to make Southwark more equal and just;
- stand against all forms of discrimination and racism.

The local area's vision for children and young people with SEND



The local area's vision for children and young people with SEND is aligned closely to these values, and fits within the overarching strategy of the council, Partnership Southwark and the Partnership Southwark Recovery Plan for Health and Social Care.

For our children and young people with SEND this means we want to:

- Improve and further develop our continuum of provision for all children and young people of all ages;
- Have a stronger commitment to early intervention, assessment, planning and support through working with partner agencies and the voluntary and community sector;
- Make sure that our early years' settings, mainstream and special schools, as well as post- 16 settings, are more effective and inclusive in ensuring children and young people with SEND make good progress in their learning, personal and social development;
- Enable all our children and young people to transfer successfully to employment whenever possible, to live independently or for those with the most complex needs to have quality experiences that enhance their everyday life;
- Analyse further the ethnic heritage and cultural backgrounds of children and young people with SEND in order to understand and address any disproportionality issues.

Section 2: Valuing your views – Key themes from the consultations

Key themes

We heard from a range of professionals, schools, stakeholders, parents/carers and young people during the development of this strategy. There was a consensus from those involved in the consultation process that the strategy in general terms was important and focused on the right issues. The feedback from these consultations has been reflected in the vision, statement of intent and priorities in this revised strategy. From these, key themes were evident which will be taken forward in delivery plans as they progress. The identified key themes are described below:

- Strengthen and have a more proactive approach to inclusion, specifically referencing inequalities and discrimination that black, Asian and minority ethnic children and young people with SEND can experience.
- Improve communication between all stakeholders: parents and carers, children and young people, schools and professionals.
- Simplify systems and processes where possible. All stakeholders consulted considered them overly cumbersome, often feeling there was duplication in the report or information leading to delays and feelings of being overwhelmed.
- Clarify roles, responsibilities, and accountabilities. These are not always clear and lack of clarity can slow progress.
- Improve skills/knowledge. More support is needed for staff (in schools in particular) to feel confident about managing a range of needs.
- Improve recruitment and retention. All stakeholders raised this as an issue. Smooth transitions in recruitment and good levels of retention are important for meaningful and consistent relationships between parents/ carers and key staff.

- Focus and improve resources on a limited budget. All stakeholders raised concerns around how changes/improvements could be made when it was considered there is a shortfall in resources.
- Understand the impact of the Covid-19 pandemic. All stakeholders felt there was an impact that needed to be recognised and addressed, particularly around waiting lists for assessments and delayed access to services.
- Collect better information and analysis to inform commissioners and track improvements. Better data would support these developments by identifying need, clarifying what is meant by 'good' and 'quality', and giving clarity around baseline positions.

More information, collated together, to help parents start in the right direction"

We asked parents and carers to name one important thing that would make a difference to the services provided and this what they said:

"More information, collated together, to help parents start in the right direction."

"Communication is key."

"Access to peer to peer opportunities and support to feel less isolated, alone and scared."

"Parents and teachers working together to make things happen - keep us updated with what is happening and any changes that will impact on my child."

"Communication between the key stakeholders involved with the child, coming together and planning together."

"Make sure children don't go unnoticed, don't nullify the challenges the child has if not as visible."

"Why is it the child has to conform, why aren't we conforming to them?"

"Invest in more schools so that children with different profiles aren't bungled together - right choice, right school."

"Easier to access respite and short breaks desperately needed for complex needs."

"Parents need to be able to speak to people comfortably and feel listened to, not judged, it is important how professionals treat you, we need support and encouragement - not sympathy."

// SOUTHWARK COUNCIL

Section 3: Our statement of intent: engagement and working together

We want to better engage and work together with every child/ young person with SEND and all other agencies involved in supporting them to ensure that the wellbeing of the child or young person is central to the way that we work together.

This statement underpins and runs throughout all of our priorities: it reflects our key values and principles and is the 'golden thread' that is at the centre of all that we do, linking values and principles to strategy.

What parents and carers told us:

- Communication is key – the importance of keeping parents informed, even of small changes.
- The importance for parents and carers to be involved and contribute as equal partners to be listened to, recognising the experience the parent or carer has.
- Parents and carers to be given respect and encouragement to support their child and recognition of their role in the child's life.
- The importance of parents/ carers and professionals working together to make things happen and understand what can make a difference for the child.
- Decisions about placements being made in a timely way so parents and their young person can be clear about what is happening and prepare for it.
- There can be difficulties in accessing extra care support hours, activities and breaks for children during school holidays, particularly for complex needs or personal care, and the importance of these for family life.

We will:

- Communication is key – the importance of keeping parents informed, even of small changes.
- The importance for parents and carers to be involved and contribute as equal partners to be listened to, recognising the experience the parent or carer has.
- Parents and carers to be given respect and encouragement to support their child and recognition of their role in the child's life.
- The importance of parents/ carers and professionals working together to make things happen and understand what can make a difference for the child.
- Decisions about placements being made in a timely way so parents and their young person can be clear about what is happening and prepare for it.
- There can be difficulties in accessing extra care support hours, activities and breaks for children during school holidays, particularly for complex needs or personal care, and the importance of these for family life.
- Improve awareness with parents and partners to understand and take into account when assessing and supporting children/young people and their families the impact of Adverse Childhood Experiences (ACEs); including the impact of racial discrimination on people's everyday lives and mental health issues.
- Enhance and improve family wellbeing by improving the short breaks and extra-curricular activities/ holiday activities offer for children and young people with SEND and the use of and access to personal budgets for all.

Section 4: The local picture; facts and figures

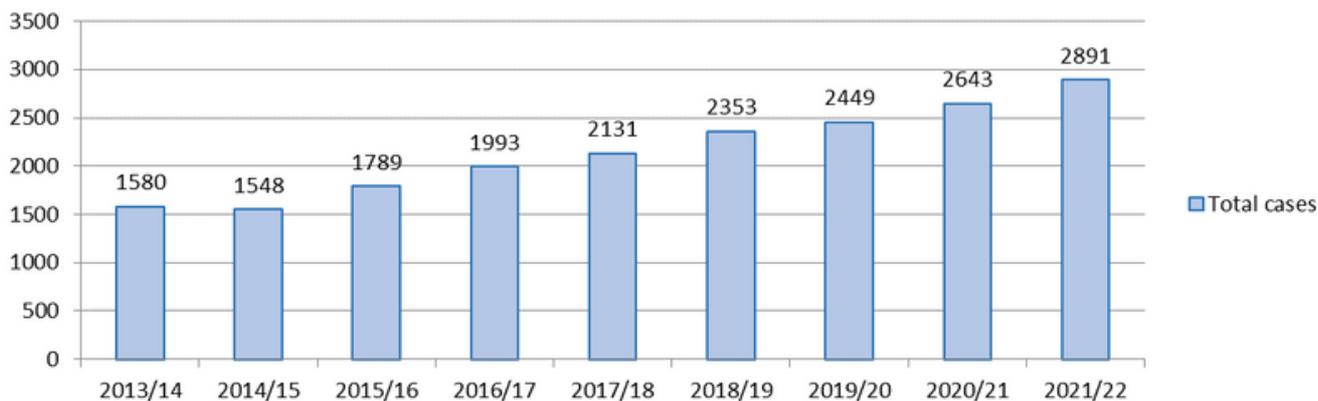
SEND Identification

The number of children and young people with Education Health and Care (EHC) plans for whom we are providing additional, different or specialised provision, has increased by over 60% since 2014. This is in line with national trends and year on year increases of around 10%

Number of EHC plans issued

In Southwark, the number of children and young people with an EHC plan has been increasing since 2014/15 and in January 2022 the total number of EHC plans was 2783 (as reported for the national SEND annual data collection). The Southwark percentage increase, at 7%, is lower than national (10%), however, the percentage of EHCPs in Southwark's schools is tracking national and London data at around 4%. As at July 2022, the number of children with EHCPs in Southwark schools is 2,891.

Increase-Decrease 2013-2022



Identification of children and young people with ASD/ASC

Autistic Spectrum Disorder/Condition (ASD/C) also remains the most prevalent primary type of need for children and young people with an EHC plan, with 48% of Southwark's EHC plans being for young people with ASD/C. This is nearly double the proportion nationally. Some of the reasons for this relate to shorter waiting lists in Southwark for ASD/C diagnosis, resulting in earlier identification.

Increased demand for specialist provision

This has put pressure on the number of commissioned places available in maintained provision and has meant an increase in the number of children and young people needing to access specialist provision out of the borough. However, the SEND Capital Strategy over the past 3 years and our continued commitment to increasing provision locally should enable Southwark to provide a local place for most children and young people.

Increase in the cost of EHC plans

Over the last three years, the number of children and young people with an EHC plan has increased. This has placed significant pressure on the High Needs Block, which funds all the placement costs for our children and young people with EHC plans. The average cost of an EHC plan increases as the young person matures and in the post-16 range has increased to an average cost of over £20,000 per plan.

Where we educate our children and young people: local vs out of borough provision

Compared to our statistical neighbours and the national average, we educate more of our children and young people in local mainstream schools at present and a broadly similar proportion in resource bases and maintained special schools. This is reflective of our principles and strategy of keeping our most vulnerable learners close and within their community. We are keen to reduce stress and anxiety by minimising the length of journey that our children and young people have to take to get to their place of education.

It costs more for a pupil or young person to attend a special school outside Southwark than to attend a local special or mainstream school, and costs always increase considerably when the pupil has to attend an independent special school or college.

The increase in local places for our children with ASD/ASC, with the opening of Spa Camberwell, has reduced our reliance on independent special providers for children with ASD/C. However, need for placements for our Looked After Children and young people (LAC) with SEND, who have social and emotional (SEMH) needs, has increased out of borough. The same is true for our need for specialist placements for young people with SEND who are post-16. These factors account for the continuing high spend on out of borough placements.

To continue to be able to provide for our ASD/C young people in borough and improve local provision for our post-16 SEND population, we have specific projects ongoing in those two areas. The local authority has carried out an ASD Education Review with recommendations that will be captured into the Inclusion Plan that aligns with this strategy.

In addition, a multi-agency 16-25 Pathways to Adulthood Board has been established to consider pathways to adulthood for our young people with SEND, post-16.

What we have achieved so far

- Since 2018, there has been an increase in places in local special schools, further development of inclusive provision in mainstream schools and an overall growth of local capacity.
- Cherry Gardens primary school (Severe Learning Difficulties/PMLD) has now relocated to its new site in the heart of the borough. Places have increased to over 85. This represents a 45% increase in places for some of Southwark's most complex primary age children and young people.
- Spa Camberwell (5-16 ASD/ASC) currently has over 60 children and young people on roll, numbers will rise to over 80 in September 2022.
- Beormund primary school (SEMH) will move to its new central site in Peckham in 2023/4. It will have 21 additional places – roll rising to 56 – and will develop strong links with local primary schools and local authority services to reduce exclusions, develop inclusive provision and support for families in the local area.
- A secondary age resource base for students with ASD/ASC will open at the Charter School East Dulwich in September 2023 with between 6-10 places, growing to approximately 25 places.
- There are currently a number of SEND/inclusion expansion or repurposing projects completed, or in progress, in mainstream schools and colleges in the borough.

Section 5: Our priorities

Priority 1

We want to better engage and work together with every child/ young person with SEND and all other agencies involved in supporting them to ensure that the wellbeing of the child or young person is central to the way that we work together.

Why is this important?

- Autism Spectrum Disorder/Condition (ASD/ASC) identified as the primary need on an EHCP in Southwark is almost twice the national average.
- A person with ASD/ASC may have other complex or multiple needs which will impact on a child/young person's development and life chances and which need support.
- There are high numbers of children and young people with complex needs and diagnoses of ASD/ASC with funded (high level of support) EHC plans in our mainstream and special schools. Overall, 48% of all EHC plans have ASD/ASC as a primary need. This is significantly higher than the national picture and illustrates the importance of ensuring that there is understanding, knowledge and experience of ASD/ASC and complex/multiple needs in every setting.
- ASD/ASC and complex/multiple needs impact on all aspects of children's and young people's lives to varying degrees, including their learning. There is a continuing need to ensure that a wide range and variety of provision develops in Southwark so that families can consider a range of settings to meet their children's needs and that are closer to home and in the community.
- Southwark currently has learners with EHC plans for ASD/ASC in mainstream schools, in special schools, and in resourced base provision as part of mainstream schools. Children and young people succeed in all these settings. However, we do not currently have sufficient provision in our secondary schools for young people with ASD/ASC.

- Working with young people and their families to match the provision to the needs of their child or young person. The local authority should work in collaboration with schools to ensure that there is capacity to meet the learning needs of children and young people with ASD/ASC and complex needs in the most appropriate setting.
- The recent Education ASD review has made seven recommendations for development of provision and services and these will be considered in the Inclusion Plan for this strategy alongside those from other agencies as we move forward in our work together.



What parents and carers told us:

- ASD/ASC is important but there is a need to understand/support other conditions which a child may have, in addition, and which may have considerable impact on daily living and support needs for a child at school and in the family home.
- It is important to make sure that there is awareness of, and provision for, other conditions a child may have and that they don't go unnoticed.

- Teachers and staff (in special and mainstream) should have more training around the range of complex needs as often children have more than one condition.
- All settings need to be aware of the intersectionality of protected characteristics that might affect disabled children and young people and take account of these in their service delivery.

We will:

- Continue to develop a wide range of services closer to home and community.
- Continue to increase capacity in our special primary and special schools for our children and young people with the most complex/ multiple needs.
- Work with all new/ expanding schools and providers to ensure appropriate learning opportunities for those with complex/multiple needs (including ASD/ASC).
- Develop the provision in our mainstream secondary schools for young people with complex/multiple needs (including ASD/ASC).
- Work more closely with young people and their families to match provision to their needs.
- Provide parents with a range of options and create new/strengthen existing, high quality educational pathways for complex/ multiple needs.
- Where possible, continue to return proactively to their communities those children and young people in out of borough provision.
- Support the needs of those young people with complex/multiple needs (including ASD/ASC) who are in or at risk of entering the youth justice system to improve their chances of living in the community and reducing their offending behaviour.

Priority 2

We want to provide more timely identification and high-quality provision for young children and young people with complex /multiple needs.

Why is this important?

- It is well-known that the earlier intervention is provided to support SEND needs, the better the life outcomes for the child or young person.
- Consistency in the early identification of need is essential to provide parity in the level of funding awarded to provide support.
- High- quality provision will support better progress.
- It is important to maximise the take up of early years provision for all three-year olds.
- Settings need to be able to access support and training through outreach services, links with peer experts and networking to share best practice within the borough to be able to meet the needs of these children and young people.
- To ensure that an increasing number of children and young people with SEND have the opportunity to be educated locally, it is vital that our mainstream schools continue to be able to meet the needs of the increasing number of children and young people with a variety of SEND placed within them.
- Development of a SEND support pathway in mainstream schools across the borough should lead to consistency in outcomes.

What parents and carers told us:

- Parents/ carers need time to come to terms with a diagnosis and to begin to navigate the system.
- Some parents find accessing help and support difficult. Signposting to SIAS and the Local Offer needs to be consistent in all cases.

- Parents raised the need for adequate training for teachers in all settings so that a child's Special Educational Needs can be identified and met at the earliest opportunity.
- Parents reminded us that some conditions only become evident at later ages and we need to make sure these children are supported and don't fall through the net.



We will:

- Support all agencies to develop further a common understanding about identification and assessment for children and young people with SEND.
- Work to improve the system to ensure parents/carers have better, accessible, accurate and up to date information about services and processes regarding SEND as soon as issues are identified.
- Improve early intervention and the support for parents with very young children or who are expecting a baby where there appear to be higher chances of the child having SEND.
- Improve take up of a pre-school place for all children with SEND.

- Support the development of professionals across the sector to equip them with the skills they need to meet a range of complex /multiple needs.
- Review current funding mechanisms to ensure children get the right support at the right time, including those needing early intensive intervention.
- Develop a more proactive approach to identifying those children/young people whose needs may, for whatever reason, not have been assessed when they were younger- including those young people in the youth justice system.

Priority 3

To develop greater confidence skills and competencies in all settings from early years to leaving school so that we can consistently meet the needs of children and young people with SEND

Why is this important?

- The majority of the rising numbers of young people with EHC plans are placed in mainstream schools. All schools are facing financial pressures and new funding arrangements, which are expected to have a significant impact on them.
- Schools also face the challenges to inclusion presented by age- related expectation and a narrowing curriculum.
- Settings need increased levels of support and training through outreach services, advice and consultancy services, and sharing of best practice through peer-to-peer support across the borough, to be able to meet the needs of these children and young people effectively.
- As there is an uneven distribution of placements within mainstream schools across the borough, there is a need for us to engage schools with what it means to be fully inclusive. We want to use existing expertise to share effective practice across the borough.



What parents and carers told us:

- There was a feeling that getting an EHCP was difficult and process not clear, could it be more straightforward?
- Some parents described good multi- agency input into plans, particularly in primary school and nursery, but for others the experience of the process and plan being multi- agency or joined up was not evident.
- Some parents/carers felt there was a stigma for their child being on an EHC plan. Some children and young people aware they are on a different pathway.
- They would welcome more space in schools for subjects that are not formally assessed and are more creative/ therapeutic or vocational.
- Staff working with SEND children in the education setting need to be well trained.

We will:

- Work with settings to target support and training to where it is most needed.
- Ensure all providers in the early years are signposted to support available.
- Support mainstream settings in their desire to be as inclusive as possible and celebrate and share best practice and expertise.
- Analyse the full data set of factors affecting children and young people who have been, or are at risk of being, excluded, or who have attendance issues so that we can take action to minimise disproportionality.

Priority 4

To develop pathways for young people with SEND moving into adulthood (16-25) that enable them to lead more independent and fulfilling lives.

Why is this important?

- Parents and carers whose children or young people attend Southwark special schools are very satisfied with the provision. Parental feedback in recent inspections contributed to outstanding outcomes but concerns remain regarding post-19 placements and the lack of local options.
- Although out of borough placements are not always the first preference of Southwark families as they remove young people/adults from the family home, some families still consider their young person's needs not able to be met locally and pressure for post- 19 out of borough placements remains.
- The lack of suitable, high quality, post- 19 provision for our more vulnerable young people/adults, means that we are over-dependent on out of borough and independent/ non-maintained providers.

What parents and carers told us:

- They need more available information on future opportunities for children and young people in this age range.
- Decisions about placements are not always timely, parents not clear what is happening at a time when they need certainty about the next stage.
- They are unclear about what happens next, what the processes are or where to go for support when a young person is approaching 25. It can feel like there is less focus as children get older.

We will:

- Develop clear multi-agency pathways for young people with SEND, including those in the youth justice system and for those with complex multiple needs. This will give them meaningful opportunities, including into education, vocational or work settings

- Develop more options for quality post-19 provision by working with secondary mainstream and special schools and local providers.
- Reduce the number of young people who remain in education without clear outcomes for independence.
- Better realise the range of available opportunities (e.g. supported internships, apprenticeships, and training).
- Increase the number of young people with SEND who are successfully supported into meaningful work and/ or independent living to reach their full potential.



Section 6: How we will know we are making a difference

- We will see an increase in capacity of mainstream schools to support a wider range of SEND.
- We will see a reduction in the need for EHC needs assessments and EHC plans overall.
- We will see an increase in the proportion of children with newly issued EHC plans placed and retained in mainstream settings
- Educational settings and staff will be able to demonstrate they have a good understanding of a range of complex needs and how they can be met, including the needs of children or young people with SEND from Black, Asian and minority ethnic backgrounds.
- We will see an increase in parent and carer confidence that their children's needs can be met locally, within a mainstream setting.
- We will see a reduction in young people with complex/multiple needs being educated out of area and that more are having their needs appropriately met in the community.
- Young people and their parents/carers will have a greater and informed understanding of the pathways and options available to them
- We will see evidence that there is an increase in the number of young people taking up a broader range of opportunities for meaningful academic or vocational learning, employment or other activities that enhance their wellbeing
- Young adults will express higher levels of satisfaction and confidence in undertaking life choices

Section 7: Next Steps and Monitoring Progress

The SEND Operational Group will develop the SEND Inclusion Plan to support the strategy, with clear actions, milestones, accountabilities and delivery timelines. This group will monitor the Inclusion Plan and report up through the SEND governance structure on progress.

An annual report on progress will be produced and widely circulated, including being published on the Local Offer for parents and young people to access. Parents, carers and professionals will be consulted about the progress of the strategy as we move forward.

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Appendix 2

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Southwark Council Developing the Southwark SEND Strategy 2022-25

Consultation Feedback Report

July 2022

Southwark Council

Developing the Southwark SEND Strategy 2022-25

Consultation Feedback Report

1 Introduction

Southwark Council and partners are developing a new SEND Strategy and asked the Institute of Public Care (Oxford Brookes University) to support them in undertaking a consultation process to ensure it is informed by all those involved in the SEND process. This has involved the views of children, young people, their families and carers as well as schools and other professionals who have responsibilities and accountabilities for the SEND process.

The consultation process was undertaken between March and June 2022 and gave as many people as possible an opportunity to be involved in a range of opportunities to express their views. Views were collated and analysed. These are summarised in this report together with suggested changes and recommendations to finalise the SEND Strategy.

It is encouraging that overall, there was a consensus that the strategy was a move in the right direction and that it was an opportunity to bring people together to address issues. There was some debate about the rationale and vision but considerable discussion around each priority and these are summarised together with suggested changes.

Inevitably there are challenges in developing a strategy and determining how it will make a difference. This was discussed during the consultation and a range of issues raised. These are summarised with the intention that they will assist in implementing the strategy.

Most importantly the voice of parents and carers must be heard. Although the number of individuals directly involved was low their contribution was rich and varied. Their key messages are reflected in the body of this report together with their comments regarding the key themes of the strategy, but such is the importance of hearing what they have to say more detail is contained in a separate report (Appendix 1).

Likewise, the numbers of children and young people views received were few, but it is important to capture them to give an insight into what is important in their lives, hence Appendix 2 gives a summary of the responses we received to a simple pictorial questionnaire sent to schools and some parents.

There is no doubt that there are many committed professionals involved in the SEND process, many schools wanting to do the best for their children and young people and parents/carers who have had positive experiences. There can be a tendency in a

consultation process to focus on what needs to improve so it is important to reference what has worked well. These are referenced as a positive reminder and incorporated into recommendations.

Summary of feedback follows the structure of the consultation document with comments given for each element of the strategy. Recommendations regarding changes in wording and content are detailed. To be transparent, suggested deletions are highlighted in yellow with suggested amendments/additional wording in red. Where actions have been moved to other priorities, this is indicated.

A revised version of the consultation strategy is attached for consideration with the intent that this could form the basis and a proposed framework for the final strategy. (Appendix 3).

2 Valuing your views – our approach

A strategy needs to be clear and focussed to be understood and 'owned' by everyone to confidently set the future direction of service development. Together with partners, Southwark Council had developed a draft strategy which was then condensed into a consultation version which created a consistent basis for the consultation process.

A range of consultation activity was undertaken

- Parents/carers – in depth face to face consultations with 10 parents (6 in person and 4 online).
- Children/young people – 13 children and young people fed back via schools.
- Portal - 55 responses including 18 members of the public and 35 parent/carers.
- Internal questionnaires - 20 responses from individual professionals involved in the SEND process.
- 2 focus groups with 16 professional stakeholders including paediatricians, educational psychologists, youth justice and a range of Council SEND staff.
- 3 focus groups with 29 stakeholders from schools which included senior teachers and SENCOs from primary, secondary mainstream, special schools and academies.

Hence a total 143 professionals, parent/carers, children and young people gave their views during the process.

3 Key messages from parent carers

During the consultations, we heard lots of compelling illustrations from the parent carers regarding their lived experience. We feel it is important to fully capture what parents told us and hence a comprehensive summary of the parents' views is detailed in Appendix 1. We have also included in the main body of this report the views that the parent carers expressed in relation to each of the themes in the strategy.

In addition, at each consultation session, we asked each parent/carer to tell us at least one key thing or message that they wanted Southwark Council and partners to focus on. These are quoted below.

“More information, collated together, to help parents start in the right direction”

‘Communication is key’

‘Parents and teachers working together to make things happen - keep us up to date with what is happening and any changes that will impact on my child’

‘Who is there to phone now he is 25? – need details of who to contact now’

‘Communication between the key stakeholders involved with the child, coming together and planning together’

‘Make sure children don’t go unnoticed, don’t nullify the challenges the child has if not as visible’

‘Parents need to be able to speak to people comfortably and feel listened to, not judged, it is important how professionals treat you, we need support and encouragement - not sympathy’

‘Easier to access respite and short breaks desperately needed for complex needs’

‘Why is it the child has to conform, why aren’t we conforming to them?’

‘Access to peer-to-peer opportunities and support to feel less isolated, alone and scared’

‘Invest in more schools so that children with different profiles aren’t bungled in together – right choice, right school’

4 General themes

There was a consensus from all those involved in the consultation process that the strategy in general terms was important and focussing on the right issues. However, there was a range of general and overarching issues that were consistently raised as discussion points and challenges which need to be incorporated throughout the strategy and in delivery plans as they progress. These are described below but are also reflected in more detail and referenced in the rationale, vision and priorities.

- **Strengthen and have a more proactive approach regarding inclusion** and specifically reference inequalities and discrimination that BME children and young people with SEND experience.
- **Improve communication between all involved** – schools, professionals and most importantly families/carers who can feel excluded. Communication was a key theme raised by the parents consulted.
- **Simplify systems and processes** – all considered them overly cumbersome, often felt duplicating report/information resulting in delays – parents/carers feeling it is a struggle and overwhelmed. Some parents considered the complexity of the process was in effect being used as means to deter them and ration resources.
- **Clarity about roles/responsibilities/accountabilities** – consistent sense that not always clear frustrating decision making and progressing plans.
- **Improve skills/knowledge** – whilst acknowledging that there are many skilled and experienced staff around there was a view, including from several parent/carers, that more was needed for staff (in schools particular) to feel confident about managing a range of needs – particularly for children with multiple/complex needs.
- **Recruitment and retention** – all stakeholders raised this as an issue. Whilst recognising the importance of improving the skills and developing existing staff there were real issues around the recruitment and retention of staff and that this was having a real impact on what could currently be delivered now and potentially in the future. Parents informed us that this also impacted on them and their child in being able to form meaningful and consistent relationships with key staff.
- **Focus/improve resources** – everyone questioned how changes/improvements could be made when it was considered there is a shortfall in resources.
- **Understand the impact of the Covid 19 pandemic** – all felt there was an impact that needed to be recognised/addressed – particularly around waiting list for assessments and delayed access to services.
- **Better information and analysis to inform commissioners and track improvements** - develop an understanding about need, what is meant by 'good' and 'quality' and clarity around baseline positions.

5 'Why are we doing this' – feedback comments and recommended changes

5.1 Feedback

- Generally little comment was made about the rationale.
- Some wording changes were suggested.

- Several specific suggestions were made to strengthen the rationale. These included emphasising the need for change given the financial pressures, making specific any gaps in service together with a need to reference working with parents and carers and streamlining processes.

5.2 Recommendation

The statements detailing the rationale should be amended to reflect wording changes and a stronger emphasis in some areas. These are described below

Why are we doing this?

- We are ambitious and want to do better. Our special schools and mainstream settings are doing well but we can do more to make our services more inclusive.
- We want to keep pace with demand and practice innovations improvements. There are increasing numbers of children and young people with more complex needs requiring EHC plans. We need to think how we can practically and creatively meet these needs.
- We want to make sure that we have the best possible arrangements in place to make the right plans with our children and young people. Partnership working with key agencies can be challenging but we must work together
- We want to work more collaboratively with children, young people, and their families and improve their experience of the SEND system so it is clearer, equitable and more responsive.
- We know that we are living in financially challenging times so we must make the best use of our resources to make a difference. Costs are increasing and we want more local quality provision.

6 Vision

6.1 Feedback

Comments were limited but a number were made about strengthening reference to inclusion, prevention and wellbeing. Transfers to each of stage of education were described by many of the parents consulted as a key stress for them in finding the right place and ensuring that the next placement understands and can meet their child's needs.

6.2 Recommendation

The vision should be amended with amendments/additions noted as before.

Our vision is to improve life chances for our residents.

For our children with SEND this means we want to:

- Improve and further develop our continuum of provision for all children and young people of all ages.

- Have a stronger commitment to early intervention, prevention, assessment, planning and support through working with partner agencies and the voluntary and community sector.
- Make sure that our early years' settings, mainstream and special schools, as well as post- 16 settings, are more effective and inclusive in ensuring children and young people with SEND make good progress in their learning, personal and social development.
- Enable all our children and young people to transfer successfully to the next stage of their education, the world of employment, to live independently wherever possible or for those with the most complex needs to have quality experiences that enhance their everyday life.
- Reduce the disproportionality of children and young people from BME background assessed as needing and receiving SEND support.

N.B It also may be appropriate to reference the Council Vision which is to:

- treat residents as if they were a valued member of our own family
- be open, honest and accountable
- work for everyone to realise their own potential
- spend money as if it were from our own pocket
- make Southwark a place to be proud of
- always work to make Southwark more equal and just
- stand against all forms of discrimination and racism

7 Priorities – comments and recommended changes

Overall, the five priorities generated considerable debate. There was a consensus that these were important, but a range of constructive comments and suggestions were made to improve their focus and impact.

7.1 Priority 1 – Engagement, co-production and wellbeing

7.1.1 Feedback

- The overwhelming view was that this priority was more a statement of values/principles and a desired approach rather than a specific priority.
- It should include reference to the importance of effective communication between all but particularly with families so they can navigate the system and supporting them at different stages of their child/young person's journey from 'diagnosis' to adulthood.
- Important to be creative in our approaches and reaching out to families who find it hard to engage – going the 'extra mile'.
- One frequent issue raised was the importance of being more explicit about the issues of discrimination.

7.1.2 What parent/carers told us

- Communication is key – the importance of keeping parents informed, even of small changes.
- The importance for parents to be involved and contribute equally, to be listened to, recognising the experience the parent has and acting on their concerns.
- Parents to be given respect and encouragement to support their child and recognition that they are an active person in the child's life.
- The importance of parents and professionals working together to make things happen and understand what can make a difference for the child.
- Decisions about placements being made very late and parents not clear what is happening.
- Difficulties in accessing extra care support hours, activities and breaks for child during school holidays, particularly for complex need or personal care, and the importance of these for family life.

7.1.3 Recommendation

It is suggested that this is not described as a priority but retitled to reflect a statement of intent involving values/ principles which thread through all the priorities. This is described and amended below.

Our statement of intent

We want to better engage and work together with every child/ young person with SEND and all other agencies involved in supporting them to ensure that the wellbeing of the child or young person is central to the way that we work together.

We will:

- Make sure that children and young people with SEND and their families are included in all decisions about their support.
- Provide high quality, accessible, information, advice and guidance in a range of formats to support children, young people and their families at key transition points.
- Develop new and flexible ways of engaging children, young people and their families and carers in the co-production and commissioning of services.
- Create bespoke pathways as young people develop towards adulthood that recognises that they need support to make their own choice.
- Improve awareness with parents and partners to understand and take into account when assessing and supporting children/young people and their families the impact of Adverse Childhood Experiences (ACEs); including the impact of racial discrimination on peoples everyday lives and mental health issues.
- Enhance and improve family wellbeing by improving the short breaks and extra curricular activities/holiday activities offer for children and young people with SEND and the use of and access to personal budgets for all.

7.2 Priority 2 – Services for children and young people with autistic spectrum disorder (ASD)

7.2.1 Feedback

- There was a considerable debate and a consensus amongst professionals and parent/carers that this priority was too narrow and that should consider broadening this priority to reflect complex/multiple needs (including neuro developmental conditions).
- Agreement that ASD need addressing but views from some experienced internal and external stakeholders as well as parent/carers that it is an undue focus on ASD to the detriment of other conditions. A diagnosis of ASD was sometimes seen by parents and staff as a passport to services.
- Consensus was that this priority should reflect complex/multiple needs – specific reference as made to neuro developmental conditions, speech and language disorder and dyslexia. Strong view that ASD needs important but taking a social model approach presenting and other needs may be having a greater impact on a child/young person development and life chances.
- Strong view that should not use the word disorder as it has negative implications and that should consider using the term Autistic Spectrum Condition (ASC) rather than ASD, as latter is dependent on diagnosis and many children with needs have long wait for the diagnosis.
- Need to reference those young people known to youth justice system where those with SEND needs are over-represented.

7.2.2 What parent/carers told us

- ASD is important but definite need to understand/support other conditions which child may have in addition, and which have considerable impact on daily living and support needs for child at school and in the family home.
- Too much focus on ASD will take away from provision and awareness for other conditions and these needs may get unnoticed.
- Teachers (in special and mainstream) having more training around the range of complex needs as often children have more than one condition.
- Experience of having difficulty getting early diagnosis and support for girls with autistic traits as presents differently.
- Need to be alert to discrimination in both special and mainstream schools about identifying as autistic/disabled.

7.2.3 Recommendation

Given the overwhelming view from stakeholders and parents that this should have a broader application it is recommended that this priority is retitled to reflect this together with the amendments/additions indicated.

(N.B Consideration may however be to be given on to the exact terminology i.e complex/multiple/neuro-developmental needs – below reference is made to complex/multiple needs including those with ASC).

We want to improve provision and support across the age range for children and young people who have complex/multiple needs; including those with ASD/ ASC (Autistic Spectrum Disorder/Condition)

We will:

- Continue to develop a wide range of services closer to home and community.
- Improve early years provision and transition to specialist primary school provision to reduce exclusions.
- Continue to increase capacity in our special primary and special schools for our children and young people with the most complex/multiple needs.
- Work with all new/ expanding schools and providers to ensure friendly and appropriate learning opportunities for those with complex/multiple needs (including ASC).
- Increase the provision in our mainstream secondary schools for young people with complex/multiple needs (including ASC).
- Work more closely with young people and their families to match provision to their needs and aspirations.
- Provide parents with more choice and create new/strengthen existing, high quality educational pathways for complex/multiple needs. (moved from priority 3).
- Continue to return proactively to their communities those children and young people in out of borough provision.
- Support the needs of those young people complex/with multiple needs (including ASC) who are in or at risk of entering the youth justice system to improve their chances of living in the community and reducing their offending behaviour.

7.3 Priority 3 – Early identification of children with SEND

7.3.1 Feedback

- Big debate from internal and external stakeholders and consensus that early identification doesn't mean early years which was the presumption in the actions for this priority.
- This priority should apply across all life stages i.e. possibly to include pre/post-natal support, then babies/young children prior to going to early years education/settings and then those involved in youth justice or early identification of needs arising at later stages, e.g. examples of year 12,13, 14 arriving who have not had needs identified, no EHCP and needing assessment.
- Parents spoke eloquently of their anxiety of having to navigate a complex system at a time when they were having to come to terms with their child's special needs or diagnosis.

7.3.2 What parents/carers told us

- Parents need time to come to terms with a diagnosis and to begin to navigate the system and deal with professionals, possibly particularly for parents less familiar/confident with the education and care system.
- Parents are not aware where to go to get help and support, need to spread the word and give more information.

- Parents experiencing hurdles or difficulties getting their child referred for assessment, and then not sure what happens after an assessment.
- Need to recognise the needs of the quieter child who isn't demanding but who needs support and make sure they don't go unnoticed.
- Teachers (in special and mainstream) having more training around the range of complex needs.
- Some conditions only become evident at later ages hence need to make sure these children are supported and don't fall through the net.

7.3.3 Recommendation

This priority should be on timely identification of need with early years being referenced in an amended Priority 4.

We want to provide more timely high-quality provision for young children and young people with complex /multiple needs and their families throughout their life journey.

We will:

- Work towards strengthening/ensuring greater consistency in the current identification and assessment approaches going forward, particularly for children and young people with complex /multiple needs (including ASD/ ASC).
- Work to improve the system to ensure parents/carers have better accessible, accurate and up to date information about services and processes regarding SEND as soon as issues are identified.
- Improve early intervention and the support for parents with/expected babies or have very young children where there appears to be higher chances of them having SEND.
- Improve take up of a pre-school place for all children with SEND to enable them and maximise the take up of the free early education offer.
- Support the development of professionals across the sector to equip them with the skills they need to meet a range of complex/multiple needs.
- Review current funding mechanisms to ensure funding reflects the high level of SEND in Southwark's nurseries and enables early intensive intervention.
- Develop a more proactive approach to identifying those children/young people who fall through the net – including those young people in the youth justice system.

7.4 Priority 4 – Working with mainstream schools

7.4.1 Feedback

- Consensus view that this should refer to all settings and to include all early years settings (childminders seen as important but not usually involved).
- Need to define inclusion, for instance to also include racial literacy.
- Recognition that some schools doing well but others hampered by the physical environment but key issue is the culture of the school and the approach of the senior team in schools.

- Be more explicit about training – child development, neurodevelopment, what's atypical behaviour, language/speech conditions, racial literacy etc. Also working/effectively communicating with parents or more challenging families.
- Important to remember those children receiving SEND support, but who do not have an EHCP plan.

7.4.2 What parent/carers told us

- The feeling that getting an EHCP was a fight and process not clear, could it be more straightforward.
- EHCPs very long and difficult to get the right things on it.
- EHCPs very education and academic focused, other important aspects of child life e.g. health less obvious.
- Some parents described good multi agency input into plans in particularly in primary school and nursery but generally little experience of the process and plan being multi agency or joined up.
- Be aware of stigma of being on a plan, child aware they are on a different pathway than.
- More space in schools for subjects that are not subject to assessment and are more creative/ therapeutic or vocational.
- Training of all staff working in the school who have contact with children.

7.4.3 Recommendation

It is suggested that this priority be retitled to reflect all settings and references early years.

Working in all settings

We want to develop greater confidence skills and competencies in all settings from early years to leaving school so that we can consistently meet the needs of children and young people with SEND

We will:

- Increase the levels of support and training through outreach services, advice and consultancy services, and sharing of best practice for all settings with a focus on improving understanding of expected behaviours at different stages of child development.
- Ensure that we take a broad approach to early years and for example involve childminders and other providers
- Positively engage with mainstream settings on what it means to be fully **inclusive** so that we celebrate best practice and sharing existing expertise.
- Look at ways to improve staff recruitment and retention and for example will develop enhanced initial and teacher training and ongoing face-to-face and e-learning CPD offer for teachers, SENDCOs, heads, and governors on SEND and to include all front line staff who work with children and young people.

- Support staff in all settings to facilitate better communication between parents and schools to get best plans.
- Monitor the makeup of those children/young people who are being excluded or have attendance issues to ensure there is no disproportionate representation for example from those from BME backgrounds or who have specific conditions.
- Develop flexible training and opportunities so that staff in settings are able to access learning e.g twilight training and more experienced schools with SEND helping other schools.

7.5 Priority 5 – Pathways to adulthood for young people 16-25 with SEND

7.5.1 Feedback

- There was overall less comment on this priority possibly due to the range of stakeholders involved and it was possible to give confident information on the development of pathways.
- There were some views that it is important to reference physical health more/healthy lifestyles and wider life choices, e.g. access to leisure/hobbies, particularly in recognition of those YP with very complex needs.
- Considered important to reference those in the Youth Justice system.

7.5.2 What parent/carers told us

- More available information on future opportunities and processes as aware child is on different pathway.
- Decisions about placements being made very late, parents not clear what is happening at a time when they need certainty about the next stage.
- Unclear what happens, processes or where to go for support when young person is approaching 25, seems to be less focus as they get older and no longer a child.

7.5.3 Recommendation

The title should remain the same with some amendments and additions to the actions.

We want to develop pathways for young people with SEND moving into adulthood that enable them to lead more independent and fulfilling lives.

We will:

- Develop clear multi-agency pathways for young people with SEND including those in the youth justice system and for those with complex multiple needs. This will give them meaningful opportunities including into education, vocational or work settings.
- Develop more options for quality post-19 provision by working with secondary mainstream and special schools and local providers.
- Reduce the number of young people who remain in education without clear outcomes for independence.
- Better realise the range of available opportunities (e.g. supported internships, apprenticeships, and training).

- Increase the number of young people with SEND who are successfully supported into meaningful work and/ or independent living and realising their full potential.

8 Challenges

All involved in the consultation raised challenges; many of which reflect real/perceived service shortfalls and concerns about 'how' change can happen. These are listed below and highlight both the extent and depth of the challenges ahead and the need to explore these and address them in delivery plans.

- The 'how' this is to be achieved is complex and is difficult to measure and will need considerable effort and an understanding of the evidence base for developments.
- A range of service pressures/gaps were cited e.g. CAMHs (long waits), lack of specialist autism input for secondary schools (focus considered more on early years and primary) and no SENCO for early year settings.
- Need to think how this links with the broader preventative approach with children in need (early intervention initiatives, early years health supports etc) and other specific groups e.g. those in the youth justice system (especially as they leave the youth justice system at 18).
- Need to be much clear what would be useful information and how effectively it reaches all families.
- Commitment for EHCPs is variable and needs addressing with a tendency for them to be unduly education focussed, this was cited by most parents consulted.
- Funding not following the child - issue of child having funding in early years settings and then gap as funding not transferred when goes to school, could the funding process be better streamlined?
- Lost initiatives – there appear to be a number of specific initiatives (e.g. early years/health at point of 'diagnosis') that are no longer activated.
- Some concerns about how academies can be proactively involved in developing services and responding to those with SEND.
- A 'can do' culture in schools is seen as important but not always evident.
- Equity of SEND pupils in primary schools – seems disproportionate as only 4 dedicated SEND resource centres attached to schools (also facing funding threat) and 15 primary schools have all the SEND children - is that equitable? What happens to others when they have reached their 'quota'.
- Processes are seen by all as cumbersome with unclear roles/responsibilities. Schools particularly consider that too often they are left trying to resolve the situation for the child/young person/family but can feel 'out of the loop' and unsupported.

9 How will we know we are making a difference?

- We will publish how feedback from the local area is influencing services on our local offer.
- Our strategy will develop and be informed by the voice of those who use the system.
- Children and young people with complex and multiple needs (including ASC) will have access to services that meet their needs locally.

- Educational settings and staff can demonstrate they have a good understanding of a range of complex needs and how they can be met.
- There is a consistent approach to identifying and assessing the needs of all of our children and **young people** with SEND.
- The right funding mechanisms are in place and support exists to provide the highest quality provision for children with SEND aged 0-5 years.
- An increase in capacity of mainstream schools to support a wider range of SEND.
- An increase in the proportion of children with newly issued EHC plans placed and **retained** in mainstream schools.
- An increase in sustainability of mainstream placements for children and young people from BME backgrounds.
- A decrease in the number of children and young people from BME backgrounds who are excluded/suspended from mainstream schools.
- An increase in parent confidence that their children's needs can be met locally, within a mainstream school.
- We will have a more financially sustainable service with fewer young people needing educating out of area.
- Young people and their parent/carers have a greater and informed understanding of the pathways and options available to them.
- Evidence that there is an increase in the number of young people taking up a broader range of opportunities for meaningful learning, vocational, employment **or other activities that enhance their wellbeing**.
- Young adults are expressing higher levels of satisfaction and confidence in undertaking life choices.

10 Conclusion

This consultation feedback report has captured and summarised views and comments from a range of stakeholders. These have led to recommendations for changes to the consultation strategy which it is anticipated could form the basis of the final SEND strategy.

It is always difficult to determine what constitutes a good response to a consultation process. Although numbers overall are not high, particularly from parent/carers and young people, nevertheless there can be confidence that there was appropriate considered input from all those individual professionals and organisation involved in the SEND process. There is an undoubted commitment with partners to improve Southwark's approach and delivery of SEND services. Although it is disappointing that it was not possible, due to time and organisational constraints, to get a strong sense of the range of children/young people's views, some are included, and it is reassuring that parents/carers in particular and many professionals had a good insight into their needs and aspirations.

Inevitably consultation on a strategy raised questions of how it can be implemented. It is hoped that the general themes, challenges and considerations about how it will know things are improving that have been highlighted will assist in developing realistic implementation plans that will a difference over the next 3 years.

Appendix 1

Valuing the parent/carer views – feedback summary

1 Comments on themes

Engagement and working together with parent/carers

- Encouragement and respect to enable parents to support their child – ‘not sympathy.’ ‘taken by the hand to start, and then enabling by giving resources for parents to do things themselves’.
- Parents need time to come to terms with a diagnosis and to begin to navigate the system deal with professionals and possibly particularly for parents less familiar/confident with the education and care system.
- Listen to parents - ‘It can feel like parents are a burden, we want too much, as though you are not an active participant in your child’s life’.
- Professionals see ‘the tip of the iceberg but parents have to manage the whole underneath and everything else’.

Services for children with ASD and other developmental conditions

- ASD is important but absolute need to understand/support other conditions e.g PICA which child may have in addition and which have considerable impact on daily living and support needs for child at school and in the family home.
- Need to make sure all a child’s needs are recognised and supported, not focusing on just one condition.
- Experience of having difficulty getting early diagnosis and support for girls with autistic traits as presents differently.

Early identification and early support

- Really important – GPs need to be more alert. “I had to find my own way”.
- Parents are not aware where to go, need to spread the word and give more information.
- Feeling parents have to sort everything.
- Need to recognise the needs of the quieter child who isn’t demanding, doesn’t mean they don’t need help, make sure doesn’t go unnoticed. ‘If its not visible, its not recognised’.
- Never felt taken seriously with concerns, pushed aside, not listened to as a parent, or recognising the experience the parent has.

SEND support and inclusion in mainstream settings

- Need to be alert to discrimination in both special and mainstream schools about identifying as autistic/disabled.
- Be aware of stigma, feeling they have failed, are different, their pathway will be different but child aware of this and the usual pathway.
- EHCPs – long, can it be made more straightforward? Education and academic focused, other important aspects of child life e.g. health less obvious, little experience of being multi agency or joined up, but does give opportunity to have conversation about child.

- 'Getting the plan was a fight and the right things on it and not regularly reviewed'.

Pathways to adulthood for young people 16-25 with SEND

- Information on future opportunities and processes.
- 'Pathway not clear and not much happened after year 9 review and adult services present'.
- 'I'm worried about the future, I know he will probably be ok, but he is on a different pathway than others'.
- Decisions about placements being made very late, parents not clear what happening, communication confused, 'we need certainty about next stage'.
- Unclear what happens, processes or where to go for support when approaching 25, seems to be less focus as they get older, no longer a child.

2 Comments on family experience

What has worked well in terms of looking for information, advice and support for your child/young person and working with agencies?

- Good support/sign posting from advisor at Sunshine House.
- School fantastic during lock down (daily calls etc) and then responsive to pulling things together post covid when backlogs in services etc Also positive about way school managing continuity as child moved classes and experience of school providing a transitional person from primary to secondary school to support transition.
- Key worker/link for EHCP.
- Get a massive amount of support from each other as parents, don't feel isolated, not alone, have experience in common. Those of us who have lived it, support others.
- Early years support positive.
- Some described good multi agency input into plans in primary school and nursery.
- 'it was a huge relief to be finally listened to and for the simple steps to be taken by the school to support my son but it took a lot of determination'.

What has been more challenging?

- Finding right primary school for my child (child identified as having complex needs at 2 and a half) – 'worst year of my life' – 'its scary ' complex processes, lots of reports and getting information about schools and visiting them to get a real sense of whether could cope with range of complex needs.
- Feeling of being left to get on with it, parents have to force the pace, always trying to solve issues, where is the support for parents to maintain energy?
- Hurdle of getting an assessment, and then not sure what happens.
- Waiting for CAMHS service – 2 years +.
- More difficult during Covid, we couldn't get the supports we were having, appointments cancelled and now a backlog.
- Difficult at first getting the EHCP and getting everybody involved, "felt like a crazy person trying to find out as much as possible".

- Really anxious about transition (child now 10 with complex and challenging behaviours) – fewer special schools – will they understand and respond to my child's needs (confidence and reality?) 'Right choice right school'.
- Wanting to get a sense of what lies ahead as my child grows up.
- Fought for diagnosis and felt when had diagnosis would get support, but this is not the case. Issues of getting clarity and agreement about the diagnosis, you prepare child that things may be different, but then if don't get clear diagnosis where do you go.
- Transitions – they keep you hanging, you can't plan or build up your young person's hopes about a placement.
- Making children's services accessible for disabled parents.
- Less involvement as a parent in secondary school, can assume things are happening and plans being worked too, but sometimes it isn't.

What qualities/good practice should any approach around inclusive support with families be promoting?

- Communication - positive experience of primary special school, kept parent informed of everything, even small changes - 'Parents and teachers working together to make things happen'.
- Enabling – supporting not sympathising (not being criticised/blamed).
- Teachers (in special and mainstream) having more training around the range of complex needs as often children have more than one condition.
- Having a single person/point to go to if need support for child/young person and also where to get support for oneself.
- A relational approach – we know your world.
- Recognition of all that is going on in the family life and all the different appointments that the family needs to go to, hence not discharging if family fail to keep an appointment.

What else is important to improving a family's experience?

- Little things can go a long way - better awareness that simple solutions can make a huge difference e.g extra care support hours for child during schools holidays has a disproportionate positive impact on giving parents the time to catch up on tasks in the home. "They don't understand how much these hours mean to me, it is lifesaving".
- Support for parents and having access to others who have similar experiences early on in the process.
- Central Information Hub specifically relating to SEND- not being passed from pillar to post.
- Process put in place for timely diagnosis of girls with autistic traits.
- Not to multiply the challenges the child already has.
- Equal access to clubs, short breaks holiday activities and the use of and access to personal budgets across the 0-25 age groups.

Appendix 2

What do children and young people think?

What do you enjoy the most about being at school?

- Several young people said they enjoyed being with friends.
- Others also said they enjoyed physical activities like going into the gym, PE and football and Lunch times.
- Others described particular subjects they enjoyed like ICT, art and maths.
- Work and learning.

What are the things you don't enjoy as much or find hard?

- Work or being in class – 'sometimes I can't be bothered to do work'.
- Some said particular subjects they didn't enjoy or found hard, such as English, art.
- Several of the young people described difficulties with people around them or with their peers - 'When people keep going on and on', 'people keep looking at me'.

What helps you to feel supported at school and learn well?

- Several young people said they weren't sure what helps.
- Being in a quiet room.
- Teachers and LSAs.
- Learning things.
- Football as it calms me down.
- Walks around the park.

What do you enjoy doing outside of school?

- Chill at home.
- Football, boxing.
- Playing outside, meeting up with my friends.
- Playing X-box and video computer games.
- Music.

How do you get to know about these things you can do?

- Not sure.
- On line, or other media such as television.
- Several young people said they found out from talking with friends - my friends call/text me.
- I learn about them.
- My dad.

What kinds of supports are most important to help you as you grow older and become an adult?

- Not sure.
- Myself.

- My mum and my family and cat.
- Football.
- 'keep out of trouble'.
- Not sure what is ahead, some stress at becoming independent, but also looking forward to getting a job and getting money.

Appendix 3

Proposed framework for revised Southwark Council SEND Strategy 2022-25

Our vision is to improve life chances for our residents.

For our children and young people with SEND this means we want to:

- Improve and further develop our continuum of provision for all children and young people of all ages.
- Have a stronger commitment to early intervention, prevention, assessment, planning and support through working with partner agencies and the voluntary and community sector.
- Make sure that our early years' settings, mainstream and special schools, as well as post- 16 settings, are more effective and inclusive in ensuring children and young people with SEND make good progress in their learning, personal and social development.
- Enable all our children and young people to transfer successfully to the next stage of their education, the world of employment, to live as independently wherever possible or for those with the most complex needs have quality experiences that enhance their everyday life.
- Reduce the disproportionality of children and young people from BME background assessed as needing and receiving SEND support.

Our statement of intent

We want to better engage and work together with every child/young people with SEND and all other agencies involved in supporting them to ensure that the wellbeing of the child or young person is central to the way that we work together.

We will:

- Make sure that children and young people with SEND and their families are included in all decisions about their support.
- Provide high quality, accessible, information, advice and guidance in a range of formats to support children, young people and their families at key transition points.
- Develop new and flexible ways of engaging children, young people and their families and carers in the co-production and commissioning of services.
- Create bespoke pathways as young people develop towards adulthood that recognises that they need support to make their own choice.
- Improve awareness with parents and partners to understand and take into account when assessing and supporting children/young people and their families the impact of Adverse Childhood Experiences (ACEs); including the impact of racial discrimination on peoples everyday lives and mental health issues.

- Enhance and improve family wellbeing by improving the short breaks and extra-curricular activities/holiday activities offer for children and young people with SEND and the use of and access to personal budgets for all.

Priority 1. We want to improve provision and support across the age range for children and young people who have complex/multiple needs; including those with ASC (Autistic Spectrum Condition)

We will:

- Continue to develop a wide range of services closer to home and community.
- Improve early years provision and transition to specialist primary school provision to reduce exclusions.
- Continue to increase capacity in our special primary and special schools for our children and young people with the most complex/ multiple needs.
- Work with all new/ expanding schools and providers to ensure friendly and appropriate learning opportunities for those with complex/multiple needs (including ASC).
- Increase the provision in our mainstream secondary schools for young people with complex/multiple needs (including ASC).
- Work more closely with young people and their families to match provision to their needs and aspirations.
- Provide parents with more choice and create new/strengthen existing, high quality educational pathways for complex/ multiple needs. (moved from priority 3).
- Continue to return proactively to their communities those children and young people in out of borough provision.
- Support the needs of those young people complex/with multiple needs (including ASC) who are in or at risk of entering the youth justice system to improve their chances of living in the community and reducing their offending behaviour.

Priority 2. We want to provide timelier high-quality provision for young children and young people with complex/multiple needs and their families throughout their life journey.

We will:

- Work towards strengthening/ensuring greater consistency in the current identification and assessment approaches going forward, particularly for children and young people with complex /multiple needs (including ASC).
- Work to improve the system to ensure parents/carers have better accessible, accurate and up to date information about services and processes regarding SEND as soon as issues are identified.
- Improve early intervention and the support for parents with/expected babies or have very young children where there appears to be higher chances of them having SEND.
- Improve take up of a pre-school place for all children with SEND to enable them and maximise the take up of the free early education offer.

- Support the development of professionals across the sector to equip them with the skills they need to meet a range of complex/multiple needs
- Review current funding mechanisms to ensure funding reflects the high level of SEND in Southwark's nurseries and enables early intensive intervention.
- Develop a more proactive approach to identifying those children/young people who fallen through the net – including those young people in the youth justice system.

Priority 3. Working in all settings

We want to develop greater confidence skills and competencies in all settings from early years to leaving school to so that we can consistently meet the needs of children and young people with SEND

We will:

- Increase the levels of support and training through outreach services, advice and consultancy services, and sharing of best practice for all settings with a focus on improving understanding of expected behaviours at different stages of child development.
- Ensure that we take a broad approach to early years and for example involve childminders and other providers
- Positively engage with mainstream settings on what it means to be fully inclusive so that we celebrate best practice and sharing existing expertise.
- Look at ways to improve staff recruitment and retention and for examples will develop enhanced initial and teacher training and ongoing face-to-face and e-learning CPD offer for teachers, SENDCOs, heads, and governors on SEND and to include all front-line staff who work with children and young people.
- Support staff in all settings to facilitate better communication between parents and schools to get best plans.
- Monitor the make-up of those children/young people who are being excluded or have attendance issues to ensure there is no disproportionate representation for example from those from BME backgrounds or who have specific conditions.
- Develop flexible training and opportunities so that staff in settings are able to access learning e.g. twilight training and more experienced schools with SEND helping other schools.

Priority 4. We want to develop pathways for young people with SEND moving into adulthood that enable them to lead more independent and fulfilling lives.

We will:

- Develop clear multi-agency pathways for young people with SEND including those in the youth justice system and for those with complex multiple needs. This will give them meaningful opportunities including into education, vocational or work settings.
- Develop more options for quality post-19 provision by working with secondary mainstream and special schools and local providers.
- Reduce the number of young people who remain in education without clear outcomes for independence.

- Better realise the range of available opportunities (e.g. supported internships, apprenticeships, and training).
- Increase the number of young people with SEND who are successfully supported into meaningful work and/or independent living and realising their full potential.

How will we know we are making a difference?

(N.B. these have been revised from the consultation document and the document to assist identify areas which are more likely to be evidenced)

- An increase in capacity of mainstream schools to support a wider range of SEND.
- An increase in the proportion of children with newly issued EHC plans placed and retained in mainstream settings.
- An increase in sustainability of mainstream placements for children and young people from BME backgrounds.
- A decrease in the number of children and young people from BME backgrounds who are excluded/suspended from mainstream schools.
- An increase in parent confidence that their children's needs can be met locally, within a mainstream setting.
- A reduction in young people with complex/multiple needs being educated out of area and that more are having their needs appropriately met in the community.
- Young people and their parent/carers have a greater and informed understanding of the pathways and options available to them.
- Evidence that there is an increase in the number of young people taking up a broader range of opportunities for meaningful learning, vocational, employment or other activities that enhance their wellbeing.
- Young adults are expressing higher levels of satisfaction and confidence in undertaking life choices.



Equality Impact and Needs Analysis

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan to which this equality analysis relates		Southwark Special Educational Needs and Disability Strategy for children and young people aged 0-25 (2022-2025)			
Equality analysis author		Poppy Charlton			
Strategic Director:		David Quirke-Thornton			
Department		Children's Services	Division	Education	
Period analysis undertaken		August 2021-August 2022			
Date of review (if applicable)		Annual: August 2023			
Sign-off		Position		Date	

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of policy/decision/business plan

The Southwark Special Educational Needs and Disability Strategy for children and young people aged 0-25 (2022-2025) was developed over a 12 month period, to take further the plans and direction outlined in the previous strategy.

Southwark has many reasons to be proud of the quality of its services and the educational outcomes for children and young people with SEND, and their families. There is excellent provision for these children, young people and families across our special and mainstream schools and early years' settings. We recognise that there is a need to keep pace with demand, to share best practice and improve the quality of provision further.

This strategy sets a challenging agenda for improvement: to build on the good progress made since the SEND Area Review in 2018 ([50019750 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk)) and to address the areas for action identified in that review, alongside expanding the capacity of SEND provision locally to meet the needs of children and young people from 0-25 years old. It is focused on ensuring good practice in every school and a stronger commitment to inclusion at all ages from 0-25.

Our challenge in this period is to ensure that we focus our resources on the most educationally effective provision that provides best value for money, and that we use what we know about our children and young people, and their families, to plan ahead effectively. All our children and young people with SEND deserve to have the opportunity to attend high quality provision locally, to reach their potential, and to enjoy learning.

Over the past three years, we have been working to the SEND Capital Strategy ([SEND Education Provision Strategy | Southwark Local Offer](#)) and have made significant progress in expanding the capacity of SEND provision to meet local need for children and young people 0-25 years.

Our programme for change is still operating in challenging times from a health, economic, and policy perspective. The global pandemic has placed an additional layer of complexity onto service development and family life, encouraging a necessary focus on immediate priorities, safety, and continuity of existing delivery. Southwark mobilised a multi-agency, back-to-school working group in April 2020 to support the attendance of vulnerable children (including those with SEND).

This strategy has been developed in the context of pressure on the resourcing of high needs placements as a significant issue, which has been recognised both locally and nationally. In light of this and the direction of the government Green Paper ([SEND Review - right support, right place, right time \(publishing.service.gov.uk\)](#)) we await the outcome of the national consultation and subsequent statutory changes. However, through these periods of change, it is important to state that Southwark remains committed to meeting our statutory duties and the continuous improvement of our offer for children and young people with SEND.

This current SEND strategy is a Local Authority focused document. Health partners are committed to the development of a collaborative SEND strategy for our local health, care, and educational systems, and participated in the consultation process.

The development of this strategy has been informed by all those involved in the SEND process. The views of children, young people, their families and carers as well as schools and other stakeholders were captured using a range of consultation activities, collated into a full consultation report and incorporated into this final document. In addition, throughout the process, we have maintained engagement and consulted with head teachers from special schools through the 16-25 Pathways to Adulthood board, through the ASD Review and the Early Years Strategy, and parents and carers are engaged through representation from Southwark Independent Voice on our boards.

Our SEND strategy will be reviewed regularly as the SEND landscape changes. We eagerly await the results of the consultation on the government's SEND Green Paper to inform that work.

We have used data from the census and the most recent Joint Strategic Needs Analysis (JSNA) to refer to in this document.

Included within the analysis are all children with SEN who:

- Attend primary, secondary or special schools in Southwark and live in the borough
- Are aged 3 to 18 years old
- Children with SEN population will include children with SEN and disabilities, but not children with a disability only

Excluded from the analysis:

- Children who live in Southwark but attend school outside the borough
- Young people with SEN aged 19-25 (although we do have some data on this age range with SEND from the work of the 16-25 Board, consultation with families and the overlap with the All Age Disability Service, which give us some understanding of needs/ impact).

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<ul style="list-style-type: none"> • Children (0-15 years old) and young people (16-25 years old) with identified, or unidentified, special educational needs or disabilities, either provided for within an education and health care plan (EHCP) or through SEN support within a mainstream education setting. • Parents, carers and families of those children and young people. • Schools and other education settings, whether mainstream or special, and all their staff. • Local Authority departments (Children's Social Care, Education, All Age Disability) • Health colleagues
Key stakeholders were/are involved in this policy/decision/business plan	<ul style="list-style-type: none"> • Children (0-15 years old) and young people (16-25 years old) with identified, or unidentified, special educational needs or disabilities, either provided for within an education and health care plan (EHCP) or through SEN support within a mainstream education setting. • Parents, carers and families of those children and young people. • School staff (mainstream and special) • Local Authority colleagues (including education psychologists, youth justice, education and health) • Health colleagues • Members of the public (via public consultation)

Section 4: Pre-implementation equality impact and needs analysis

<p>Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p>This strategy will have a direct impact on provision for children and young people, aged 0-25 years old with special educational needs and disabilities. It will also directly or indirectly impact their parents, carers and families to a greater or lesser extent (all ages), their schools and communities.</p> <p>It will impact on those young people with SEND who leave provision at 26 years old as the skills they have developed and support they have received up to 25 will then have to be maintained independently or supported by other, adult/ all age provision.</p> <p>As the funding to support the provision to children and young people with SEND comes from a specific funding stream, we do not expect this strategy to have any negative impact on children or young people who do not have SEND.</p> <p>In relation to each part of the duty, we would expect the actions coming out of the strategy, and the extensive consultation we have conducted, to advance equality of opportunity and foster good community relations. By promoting the strategy widely and continuing a two way conversation with all stakeholders, we expect to further reduce discrimination, harassment and victimisation of children and young people with SEND.</p>	<p>The strategy should not have a disproportionate impact on children or young people from a more disadvantaged socio-economic background. The SEND support, EHC needs assessment and EHCP criteria are based on need, process and provision. Those at SEND support level have their needs and provision determined via their setting. For those with an EHCP, needs and provision are detailed in the plan. We need to be mindful that as there is a legal and Tribunal system around SEND, children and young people with parents, carers, or advocates from a more socio-economically advantaged background may have more success navigating the system and we need robust support systems for all parents and carers whatever their background. Our parent partnership service (SIAS) mitigate these factors.</p> <p>Parents, carers, families and children and young people themselves with lower levels of educational ability may find it difficult to understand the strategy and how it applies to them. Easy read versions will be developed.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-Economic data on which above analysis is based</p>
<p>Results from the May 2022 school census show there were 49,167 children attending Southwark schools and living in the borough. Nearly one in five of these children has special educational needs.</p> <p>79% of children with SEN receive SEN support 21% of children with SEN have an EHCP</p> <p>Age group breakdown of current EHCPs as at June 2022 (Source: internal data):</p>	<p>43% of school children (aged 4- 18 years old) with SEND support needs receive or are entitled to Free School Meals.</p> <p>52.4% of school children (aged 4-18 years old) who have an EHCP receive or are entitled to free schools meals.</p> <p>35.6% of children attending Southwark schools are entitled to or receive free school meals.</p>

Age groups	Jun-22	Rounded %
The age breakdown refers to age as at 31 Aug 2021		
Under age 5	166	6%
Aged 5 to 10	943	33%
Aged 11 to 15	946	33%
Aged 16 to 19	572	20%
Aged 20 to 25	264	9%

Mitigating and/or improvement actions to be taken	
<p>The strategy addresses the SEND cohort age range in three of the four priority areas: early years, school aged, and young people aged 16-25.</p> <p>We have already started to develop a corresponding action plan with an action work stream to support the strategy to manage the transition to independence and adulthood from 16-25 years old. This will build on the work in the strategy with adults and all- age services to ensure a smoother transition for young people with an EHCP.</p>	<p>We held focus groups for parents, carers and families (organised with Southwark Independent Voice) and for children and young people (via schools) that explained the strategy and elicited feedback and discussion.</p> <p>A simplified version of the strategy, in words and in pictures, was produced to support consultation.</p>

<p>Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p> <p>Please note that under the PSED due regard includes:</p> <p>Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>This strategy will have a direct impact on provision for children and young people, aged 0-25 years old with special educational needs and disabilities. It will also indirectly impact their parents, carers and families to a greater or lesser extent (all ages), their schools and communities.</p>	<ul style="list-style-type: none"> There is a strong association between poverty and deprivation, and levels of disability. Children and young people with SEN are more likely to live in poverty than those without. We know that Southwark is one of the most

<p>As the funding to support the provision to children and young people with SEND comes from a specific funding stream, we do not expect this strategy to have any negative impact on children or young people who do not have SEND.</p> <p>In relation to each part of the duty, we would expect the actions coming out of the strategy, and the extensive consultation we have conducted, to advance equality of opportunity and foster good community relations. By promoting the strategy widely and continuing a two way conversation with all stakeholders, we expect to further reduce discrimination, harassment and victimisation of children and young people with SEND. The actions in the 4 priority areas should transform services and enable better access for our most disadvantaged families with children with SEND.</p>	<p>deprived local authorities in England, ranked 43rd out of 317 local authorities, and approximately 9,600 children (16%) in Southwark aged under 16 live in low income families (though this figure is based on data from 2019/20 and should be treated with caution; impacts of COVID-19 and the current cost of living pressures have likely increased this).</p> <ul style="list-style-type: none"> ▪ We also know that children and young people with SEN are more likely to be eligible for benefits-related free school meals than other children. In 2021/22, there were nearly 13,500 children (31%) in Southwark eligible for and claiming free school meals. While levels are higher than the national average, they are comparable to our statistical neighbours. ▪ Nationally, 36% of pupils with special educational needs are eligible for free school meals compared to 20% of pupils without special educational needs. In Southwark, pupils with EHC plans are more likely to be eligible for free school meals than pupils on SEN support (52% compared to 43%), to indicate higher SEN is more likely for children receiving free school meals.
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>

Source: Draft SEND JSNA

Age Group	National Prevalence of Disability			Estimated Local Prevalence		
	Males	Females	Total	Males	Females	Total
0 to 4 years	5%	2%	4%	500	190	780

5 to 9 years	11%	6%	9%	1,120	600	1,820
10 to 14 years	13%	9%	11%	1,150	750	1,890
15 to 19 years	11%	13%	12%	850	850	1,810
20 to 24 years	15%	15%	15%	1,610	1,700	3,310
Total aged 0 to 24 years	-	-	-	5,230	4,090	9,610

Mitigating and/or improvement actions to be taken:

The strategy seeks to improve the lives of children and young people with SEND by developing more local provision to meet complex needs and ASD. This will enable easier access close to home. It seeks to transform and improve services across the age range from early years to 25 years and to smooth transition into adult services for those with lifelong conditions and needs.

Ensure commissioning plans reflect the needs of the local population:

Our commissioning team are working closely with SEND and Disability services to provide the services families need. For example, we have seen recent improvements in holiday and short break opportunities to support a more holistic approach. All services are published on the Southwark Local offer.

Gender reassignment:

- The process of transitioning from one gender to another.

Gender Identity: Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex or can differ from it.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.

Potential socio-economic impacts/needs/issues arising from socio-

	economic disadvantage (positive and negative)
This strategy does not refer explicitly to children or young people going through a transition process in their gender, nor does it refer to any particular gender. We would expect the needs of children and young people with SEND who are experiencing gender reassignment, or who identify as a gender different to that which they have been previously assigned, to be different to those not undergoing the same experience. The strategy provides an overarching framework of principles to support follow up action plans. We would expect these action plans to consider the impact of any action on gender identity and/or reassignment.	Support is not means-tested, however, anecdotally, parents/ carers from less socio-economically disadvantaged families, often have more knowledge of the system and confidence in applying for available support.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
We do not collect information on gender identity or reassignment in children.	N/A
Mitigating and/or improvement actions to be taken	
<p>Ensure commissioning plans reflect the needs of the local population.</p> <p>Ensure that support to specific groups is targeted effectively through a variety of means, considering the needs of a range of audiences.</p>	N/A

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
The strategy has no positive or negative impact on this protective characteristic.	None anticipated.

Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Marriage and or civil partnership is not legal for young people under the age of 18, or at 16 with parental consent. However, we do not know of any cases of this and the plan and support would still just apply to the individual named on it.	N/A
Mitigating actions to be taken	
Ensure commissioning plans reflect the needs of the local population.	N/A

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The strategy is for children and young people 0-25 with SEND.</p> <p>In some cases we know pre- birth that children are going to be born with SEND needs. Processes are in place for health to notify the LA about such children early so that arrangements can be made as is necessary for children with congenital disorders requiring additional support from the LA.</p> <p>In addition, some of our young people with SEND become parents themselves and require additional support from maternity, social care and education services. These situations are few but when they occur multi agency planning seeks to ensure the needs of the young person continue to be met pre and post the birth of their child. This is planned on an individual basis as required.</p> <p>We have a panel called MATch that looks at planning for such cases.</p>	<p>Parents of young children with SEND can access a variety of services from all agencies and these are set out on the Local offer and signposted by maternity and health visiting services. In this way we attempt to reduce the disadvantage some families may face and ensure they have access to services.</p> <p>When this occurs, young parents with SEND are often in socio-economic disadvantage and require support from health, social care, education, housing and other agencies.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based

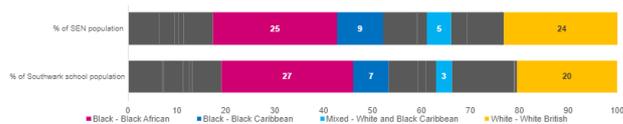
<p>We do not keep data on young parents with SEND on file so cannot report accurately on numbers. However, we are made aware of some cases each year.</p>	<p>43% of school children (aged 4- 18 years old) with SEND support needs receive or are entitled to Free School Meals.</p> <p>52.4% of school children (aged 4-18 years old) who have an EHCP receive or are entitled to free schools meals.</p> <p>35.6% of children attending Southwark schools are entitled to or receive free school meals.</p> <p>(Data source: School Census, Summer 2022)</p>
<p>Mitigating and/or improvement actions to be taken</p>	
<p>Ensure commissioning plans reflect the needs of the local population.</p>	<p>N/A</p>

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p>There may be challenges, based on language, or cultural acceptance, within certain communities, in accessing, or accepting, a diagnosis of SEND in a child or young person. Families may not know how to seek help or support, and/ or may not understand the information provided to them. They may find it difficult, due to beliefs about SEND, to accept a diagnosis and may not support their child/ young person effectively.</p>	<p>All impacts could be exacerbated by the intersectionality of multiple protected characteristics or disadvantage, for example by socio- economic factors.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Source: Draft SEND JSNA</p> <p>Children in Southwark’s schools:</p> <ul style="list-style-type: none"> ▪ Across England, children from the Traveller of Irish Heritage ethnic group see highest 	<p>We do not hold data which covers the intersectionality between ethnicity and socio-economic status.</p> <p>However, we can assume that at least some of the children and young people</p>

prevalence of SEN. This ethnic group make up a very small proportion (less than 1%) of the Southwark school population, so it is not expected that national ethnicity inequalities would be seen in Southwark due to different overall demographics.

- Children from Irish, Black Caribbean and mixed White and Black Caribbean ethnic groups have the highest proportion of SEN. Prevalence is lowest amongst Chinese and Indian ethnic groups.
- Most ethnic groups make up a similar share of the total population and the SEN population.
- However, there are some small outliers: children from a Black African ethnic background are less represented in the SEN population, compared to overall student population (-2% percentage point difference).
- Children from Black Caribbean, Mixed White and Black Caribbean or White British ethnic backgrounds are more represented in the SEN population, compared to overall student population (+2%, +2% +4% percentage point difference respectively).

Figure 11: Ethnic breakdown of Southwark's SEN population in comparison with Southwark's school population (segments only highlighted for ethnicities discussed above)



References

1. Department for Education. Special Educational Needs in England. June 2022

Slide 21



with SEND who are from minority ethnicities are also from socio-economically disadvantaged groups.

Mitigating and/or improvement actions to be taken

Ensure commissioning plans reflect the needs of the local population.

The development of an EHCP with families whose first language is not English can already be supported by an interpreter or translator, if required. We would expect all staff working with children and young people in Southwark to be aware of any likely cultural barriers or requirements, and/ or to find out about these if a child, young person, or family was not progressing or engaging with the process as much as they should be.

Support for families with the development of an EHCP is not means-tested and so socio-economic disadvantage should have no impact on the support a family is entitled to.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
None of our special schools have any religious affiliation. Some children with SEND may attend mainstream schools that hold a particular religious affiliation (CofE, Roman Catholic, or other) and will be expected to follow the rules and regulations of that school, as explained in its admissions guidance, with any accommodation made for pupils not of the school's faith made as outlined in the same guidance. We would expect appropriate adjustments to be made for children where their Special Educational Needs stop them from complying fully with such rules and regulations.	No positive or negative impacts anticipated.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
We do not collect or hold information about children and young people's religion and belief.	N/A
Mitigating and/or improvement actions to be taken	
Ensure commissioning plans reflect the needs of the local population.	

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Given that there is not equal representation between males and females in the SEND population, some consideration of provision and use of enough single-sex spaces might need to be applied when designing provision. The same consideration might need to be applied when considering staffing, where it is appropriate that someone of the same sex cares for a child or young person with SEND. We would expect these instances to be limited and likely only to be within special schools.	None anticipated as the financial impact is on the school, rather than the child/ young person.

Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Males are over represented in the national SEND population by 3:1. Southwark is no different. 75% of EHCPs are for boys.	N/A.
Mitigating and/or improvement actions to be taken	
Ensure commissioning plans reflect the needs of the local population.	N/A

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
We do not collect data about a child or young person's sexual orientation. However, we would expect provision for children and young people with SEND to be provided within existing health, education and social care frameworks, which all have supporting policies to ensure equality of provision regardless of sexual orientation.	None anticipated.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
We do not collect data about a child or young person's sexual orientation.	N/A
Mitigating and/or improvement actions to be taken	

Ensure commissioning plans reflect the needs of the local population.

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

The 16 Articles in the Human Rights Act should all be positively impacted by the SEND Strategy. Some Articles are obviously more relevant than others to this cohort and context.

In all of our commissioning arrangements, we are acutely aware of the need to protect children and vulnerable adult from abuse or harm, particularly in residential settings. No provision is used that is less than “Good” as categorised by Ofsted and/ or the CQC and in all cases of residential placements, social care would quality assure the provider.

Information on which above analysis is based

The impacts are covered within the broader consideration of protected characteristics.

Mitigating and/or improvement actions to be taken

Mitigation is covered within the sections on protected characteristics.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

There is a need to collect more equalities data specifically relating to this group of children and young people, within the parameters of what we are legally entitled to collect and hold on persons aged under 18 years old. It would be useful for future development and refinements of the strategy

to be able to investigate further any disproportional impact on groups with protected characteristics and to be able to ensure that resourcing is targeted most appropriately and effectively at those with the greatest need(s).

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Not enough available data on socio-economic position of children/ yp with SEND.	Cross-reference as a matter of course, data about FSM and children/ young people with SEND.	Post census (3 times per year).
2	No systematic collection and holding of information about young people with SEND who become parents.	Consider collecting data where we have access to it about young people with SEND who become parents.	As soon as is possible.
3	No systematic collection and sharing of information about numbers of babies born with congenital disorders or leaving hospital with disabilities.	Ask maternity providers to collect and share this information with us (where the numbers are large enough to make it unidentifiable).	As soon as is possible and in consultation with commissioning and public health.
4	Need assurance that all individuals with protected characteristics will have easy access to organisations that support them.	Review communications plan to ensure links to supporting agencies are provided for children/ young people and their families	New academic year
5	Absence of data about young parents with SEND or specialist provision for them.	Find out about any groups/ specialist support for young parents with SEND and make sure it is publicised on the Local Offer.	New academic year
6	Absence of raw, accurate data on disability breakdown (number, percentage of cohort, type) locally.	Ask Public Health to provide breakdown.	As soon as is possible.
7	Absence of data on intersectionality of protected characteristics and cross referencing with "life chance" impact factors (e.g. exclusions, FSM)	Set up a data group to look at cross-referencing as a matter of course, data about protected characteristics, socio-economic factors and educational attainment (including exclusions)	Post census (3 times per year).

6. Review of implementation of the equality objectives and actions				

Implementation Equality Impact and Needs Analysis

Item No.	Classification: Open	Date: 8 March 2022	Meeting Name: Director of Strategy and Economy
Report title:		Gateway 1 Procurement Strategy Approval Southwark Pioneers Fund: Start-Up and Growth Enterprise Support Programmes	
Ward(s) or groups affected:		Businesses, enterprises and trading charities in all wards	
From:		Libby Dunstan, Senior Strategy Officer	

RECOMMENDATION (S)

1. That the Director of Strategy and Economy approves the procurement strategy outlined in this report for the Start-Up and Growth enterprise support contracts of the Southwark Pioneers Fund (SPF). The maximum combined value of the two contracts is £850,000, for a maximum period of 4 years, commencing June 2022 (for a full breakdown see paragraph 16).

BACKGROUND INFORMATION

2. The SPF was originally developed in 2019 to generate inclusive growth by supporting the creation or scale-up of commercial and social enterprises (including revenue-raising charities). The underpinning aims of the SPF were to deliver against the 2018-2022 council plan theme of a 'full employment borough', with a commitment to: 'Establish an Innovation Fund to invest in Southwark's entrepreneurs of the future.' To meet this commitment, Cabinet approved the establishment of the Southwark Pioneers Fund in June 2019 (see background documents).
3. The core aims of the Southwark Pioneers Fund were to:
 - Widen the diversity of people who own and lead businesses in Southwark;
 - Increase good quality employment opportunities; and to
 - Support Southwark enterprises to generate wider social or environmental value.
4. The programme had a budget of £2million and consisted of three elements: a grants programme, a loans programme and an enterprise support programme. In autumn 2019 the first round of grants funding was launched, which awarded £49,957 to ten businesses. A commissioning exercise for a business support provider was also at the final stage (pending award notice) when covid-19 struck and the remaining £1.95m of SPF was necessarily repurposed into a [Business Hardship Fund](#) in April 2020.
5. In February 2021, Council Assembly resolved to reinstate the SPF at a cost of £950,000, in order to support the borough's economic renewal post-Covid. Subsequent to this, the full fund of £1.95m was reinstated with the Business

Hardship Fund expenditure covered instead through Covid-19 emergency funding.

6. Since the original inception of the SPF in 2019, the economic climate has changed significantly. The economy has been hit hard by Covid-19 and the impact on some local enterprises has been catastrophic. As we emerge from the pandemic, it is particularly important that we support these local enterprises to build resilience, sustain and grow. Furthermore, the pandemic has significantly impacted the labour market and competition for jobs is high. Many people are now considering self-employment so it is important that we support them to decide whether self-employment is right for them and equip them with the skills needed to turn their business idea into reality.
7. The pandemic has not affected everyone equally. Black, Asian and minority ethnic communities¹, women, disabled people and young people have been disproportionately impacted. People from these groups can also face barriers to starting up and growing their own enterprises due to difficulty accessing funding, business support and business networks. The murder of George Floyd and the Black Lives Matter movement sadly further highlighted the racism and injustice that people from Black, Asian and minority ethnic backgrounds face. Southwark Council is committed to tackling inequality and injustice so it is essential that the SPF addresses the inequalities experienced by people in business.
8. In addition to the pandemic and widespread inequality, communities are also facing the climate crisis. Southwark Council has declared a climate emergency and set a target to make Southwark carbon neutral by 2030. Businesses and other enterprises contribute significantly to the borough's carbon emissions, so if Southwark is to play its role in tackling climate change, enterprises need to cut carbon emissions whatever their sector, size or stage of growth. The SPF will therefore need to support enterprises to understand their carbon footprint, identify where reductions can be made and support them to implement the steps needed to cut emissions.
9. With the pandemic, our commitment to tackling inequality and injustice and the climate emergency in mind, the SPF has the following five key aims:
 - Increase the creation, survival and scale-up of commercial and social enterprises (including revenue-raising charities)
 - Widen the diversity of people who own and lead enterprises in Southwark
 - Reduce enterprises' carbon emissions
 - Create good quality employment for Southwark residents
 - Generate wider social value for the people of Southwark

Delivery model and budget

¹ Throughout this tender documentation, unless stated otherwise, we use the term 'Black, Asian, and Minority Ethnic' as an umbrella term to refer to all groups who fall under this umbrella. However we acknowledge that the term does not capture the individual experiences of all people, races and ethnicities in these groups.

10. To reflect these aims and ambitions, the four-year programme of enterprise support will be split into four themes, delivered by four separate agreements:
 - I. Enterprise support for start-ups and aspiring entrepreneurs (Start-up Programme)
 - II. Enterprise support for later-stage enterprises focussed on growth (Growth Programme)
 - III. Support for enterprises to decarbonise and reduce their environmental impact (Green Programme)
 - IV. Business support for social and community enterprises led by women or people from Black or minority ethnic backgrounds (delivered through the Local Access Programme (LAP))
11. Ensuring that the support is accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people is integral across all four themes.
12. The reinstated SPF now consists of both a business support and grants budget. Indicatively, the total budget for business support is £1,285,000 and £665,000 for grants.
13. The grants budget will be available only to enterprises accessing the enterprise support services. The council will be the grant budget holder and administer the grant payments, however the enterprise support providers delivering the Start-Up and Growth contracts will take responsibility for assessing the enterprises' needs and whether a grant award would be justified according to the criteria set out by the council.
14. Loans will no longer be offered under the fund as originally planned when the SPF was first developed. This is due to the urgent need for non-repayable finance and that many competitive loan funds are already available in response to the pandemic.
15. The procurement of the four contracts will be staggered. The Start-Up and Growth contracts will be commissioned at the same time and delivered over the same time period. It is anticipated that the Green Programme will be commissioned in spring 2022 to begin delivering during summer 2022. The Southwark Local Access Programme (LAP), which is a partnership between local and national organisations based in the borough, is anticipated to deliver the support for charities and social enterprises.
16. The table below summarises the indicative budgets and timeframes for each of the contracts.

Contract	Business Support budget (£)	Grants budget (£)	Total budget (£)	Contract start	Contract end
Start-up	300,000	115,000	415,000	June 2022	June 2026
Growth	550,000	185,000	735,000	June 2022	June 2026
Green	200,000	100,000	300,000	Q3 2022	TBC
LAP	TBC	TBC	500,000	TBC	TBC
Total	1,050,000	400,000	1,950,000		

17. This report outlines the procurement strategy for the Start-Up and Growth enterprise support contracts. The Green contract will be subject to a separate gateway report. The council is working with the LAP to agree the most appropriate governance framework for the social enterprise contract. The remainder of this report is concerned with the Start-Up and Growth contracts.

Summary of the business case/justification for the procurement

18. In June 2019 Cabinet approved the establishment of the SPF. The fund has since been developed to ensure that it is relevant to the current economic climate. These developments were approved in February 2022 via an IDM report approved by the Cabinet Member for Business, Jobs and Town Centres. A summary of the business case for the Fund is given in the background section above, and within the 2019 cabinet report and the 2022 IDM report (see background documents and Appendix 1).

19. To help develop the fund and business support specification, the council has undertaken a range of local research, analysis and consultation, further details of which are noted in the market considerations and consultation sections below.

Market considerations

20. Since its inception in 2019, a considerable amount of consultation and research has been undertaken to help develop the model of the fund and the specification and procurement strategy for the enterprise support.

21. During the initial development of the fund, a number of business support providers were consulted as part of an advisory group. Soft market testing informed the original business support specification and this learning was carried forward to inform the specifications for the current Start-Up and Growth programmes. Further soft market testing has been undertaken to inform the development of the current specifications to ensure that the services continue to be relevant and meet the needs of enterprises in the current economic climate. It also helped develop suitable measures of success, realistic targets and provided up to date costs.

22. Findings from research and consultation with local enterprises have also been taken into account. Recommendations from a business survey conducted by an independent research organisation in autumn 2020, after the first national lockdown, have shaped the design of the fund. Additionally, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. 367 responses were received which gives us an understanding of what types and topics of support are most relevant to local businesses.
23. Whilst the enterprise support specifications might attract bidders at a national level, a key requirement of the providers will be a thorough understanding of the needs of local enterprises and the ability to engage them. The providers will be required to offer a full range of services to meet the varying needs of enterprises of different types and stages across the entire borough. This will likely require the providers to collaborate with existing services, either as a consortium, via sub-contracting or through service level agreements. It is therefore likely that this will limit the pool of bidders to those with a local presence and connections.
24. Of the enterprise support providers consulted, it is anticipated that good quality bids will be received from at least two providers for each contract.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

25.

Option	Outline	Comments
1. Do nothing	Take no further action	This option is not recommended as it would fail to deliver against the specific aims of the Fund and would run counter to the actions agreed in the report to Cabinet.
2. Provide the services in house	Deliver business support using existing resources in the council	Delivering this type of business support is a specialist area that is not covered by existing resources within the council.
3. Collaborate with other Local Authorities	Commission the business support in partnership with other Local Authorities and deliver the support across additional London boroughs	This option is not recommended due to time constraints and the need to align the business support with the financial support elements of the Fund, which are available to Southwark businesses only.

4. Combine the services and commission one large contract	Award one contract of £850K to one provider	By commissioning the contracts separately we ensure a greater diversity of providers and share the contract value more widely across the business support sector. Combining the services into one would cause capacity issues for one provider to deliver.
5. Segment the services by target group as opposed to stage of enterprise	Commission separate services for specific demographic groups, as opposed to two services for start-ups and growth stage enterprises e.g. support for female founders or Black businesses	There are many target groups and there is not a clean way to divide the demographics in a way which allows a viable service. E.g. recent consultation showed that a service for disabled entrepreneurs would likely have less clients. There would also be significant resource implications on the contract management. When this idea was tested with entrepreneurs, although it received some favour, there was not sufficient support to justify taking this approach.
6. Procure the services through an open tender process (recommended)	Go out to tender through open procedures	As the value of these contracts is above the Public Contract Regulations threshold for services the council needs to competitively tender its legislative requirements. This option enables the services to launch in the required timeframe and provides the relevant expertise needed to meet the needs of local businesses.

Proposed procurement route

Option 6 – Tendering of the contract (open procedure)

26. Although a number of procurement routes have been considered, it is recommended that the services are commissioned as two separate contracts

(Start-Up and Growth) and that these are both commissioned via open procedures. This approach maximises the diversity of providers bidding for the services.

27. By commissioning the Start-Up and Growth contracts separately, as opposed to commissioning both as one contract, it shares the funds more widely across the business support sector, whilst maintaining viable sizes of contract. Furthermore, it will be stipulated that a supplier can only be a lead tenderer on one of either the Start-Up or Growth contracts. As a result two different lead suppliers will be appointed, one for each contract.

28. The available budgets of £300,000 for the Start-Up contract and £550,000 for the Growth contract are fixed sums, the totality of which will go to the respective suppliers to deliver enterprise support. The application processes will require tenderers to demonstrate what they can achieve with the budgets. The respective grants budgets (£115,000 for Start-Up and £185,000 for Growth) will be held by the council as set out in paragraph 13.

29. Both contracts will be for a period of 2 years, with the option to extend for a further two years according to the timeframe set out within the procurement project plan.

Identified risks for the procurement

30.

No.	Risk	Risk Level	Mitigating Action
Procurement process			
1.	Delays in procurement timetable	Medium	Project Manager regularly checking in with Procurement Advisor to monitor timelines, process and troubleshoot issues. Local Economy team are aware of tight timescales and are on hand to help where possible and make decisions quickly. Advance warning will be given to key stakeholders such as members of the DCRB so that they can manage their time to meet deadlines.
2.	Not enough high quality tenders received	Medium	The specifications have been developed using advice from local providers so should incite high quality bids. Knowledge of the existing market will be applied to ensure that, in addition to

			<p>advertising the opportunity on Pro Contract, it will be targeted at known providers across the region.</p> <p>Business support providers have been engaged throughout the soft market testing.</p> <p>Procurement timetable allows 6 weeks to submit high quality bids.</p>
Service delivery			
3.	Limited mobilisation time	Medium	<p>Providers were consulted with to advise on mobilisation time. Although the mobilisation period is short, many providers can meet this.</p> <p>A staggered approach to mobilisation could be taken so that parts of the service commence within the time period.</p>
4.	Underperformance – service quality	Medium	<p>The specification has been developed using advice from local providers and the results of the business survey so the requirements should be realistic and achievable.</p> <p>Continuous improvement will be encouraged through a flexible approach to monitoring and service delivery. This will enable the provider and council to monitor and resolve any issues at regular intervals.</p>
5.	Underperformance - cost	Medium	<p>The specification has been developed using advice from local providers so targets should be realistic and achievable.</p> <p>Performance related payments will provide an incentive for the contractor to deliver against key milestones.</p> <p>The final contract will include a clause allowing the council to</p>

			terminate the contract at any time.
6.	Provider becomes insolvent	Low	In order to be eligible, bidders will be required to meet standard financial criteria and pass standard due diligence checks providing assurance of secure finances.

Key /Non Key decisions

31. This report deals with a non-key decision.

Policy implications

32. This procurement exercise was originally driven by the 2018-22 Council Plan commitment to “establish an Innovation Fund to invest in the Southwark’s entrepreneurs of the future”. Although the Council Plan was refreshed in response to the pandemic, the essence of this commitment remains relevant and is encapsulated in the 2020-22 Borough Plan commitment:

Back new and growing green business and social enterprises, with help to access business support, affordable workspace and finance to help to deliver the new infrastructure Southwark needs

33. It also delivers against the following commitments in the borough plan:

- Provide effective business support to Black, Asian and minority ethnic-led businesses
- Help Southwark's high streets to be thriving and vibrant, seeking to achieve full occupancy and encourage residents to shop local
- Return employment levels to where they were before COVID-19
- Create new quality apprenticeships and internships

34. The Economic Renewal Plan pledges to “continue to support businesses to deal with the immediate impact of the crisis [the coronavirus pandemic] and plan for a comprehensive programme of assistance to support inclusive business growth.” This procurement also works towards delivering this pledge.

Procurement project plan (Non Key decisions)

Activity	Complete by:
DCRB Review Gateway 1:	18/02/2022
Brief relevant cabinet member (over £100k)	18/02/2022
Approval of Gateway 1: Procurement strategy report	10/03/2022
Completion of tender documentation	11/03/2022

Activity	Complete by:
Publication of Find a Tender Service Notice	11/03/2022
Publication of Opportunity on Contracts Finder	11/03/2022
Invitation to tender	18/03/2022
Closing date for return of tenders	29/04/2022
Completion of clarification meetings/presentations/evaluation interviews	20/05/2022
Completion of evaluation of tenders	27/05/2022
DCRB Review Gateway 2: Contract award report	03/06/2022
Approval of Gateway 2: Contract Award Report	10/06/2022
Debrief Notice and Standstill Period (if applicable)	24/06/2022
Contract award	27/06/2022
Add to Contract Register	27/06/2022
Place award notice in Find a Tender Service	27/06/2022
Place award notice on Contracts Finder	27/06/2022
Contract start	30/06/2022
Initial Contract completion date	28/06/2024
Contract completion date – if extension(s) exercised	26/06/2026

TUPE/Pensions implications

35. This is a new service which did not exist prior to this procurement. Therefore there will be no TUPE implications.

Development of the tender documentation

36. The tender documentation will be developed in line with the council's procurement and legal guidelines and with advice from relevant council officers. The specification, evaluation criteria and pricing documents has been informed by soft market testing with potential local providers and the results from the survey to local businesses.

Advertising the contract

37. The contract will be advertised through the Find a Tender Service as nationally as required by the Public Contract Regulations 2015. Providers also involved in the soft market testing will also be notified, thus targeting those who operate locally and who have been engaged from the outset.

Evaluation

38. As both the Start-Up and Growth contracts are very similar, they will be assessed using very similar evaluation methodologies, both weighted at 70% quality, 30% value for money. This is because there are fixed budgets for the services so we anticipate proposals to be at or around these figures. Quality is paramount to the services; however where proposals offer to work with a larger number of businesses, our framework needs to take this benefit into account.

Quality

39. The quality criteria for the tender evaluation methodologies are being developed alongside the specifications and will likely include criteria such as:

- Expertise in delivering high quality enterprise support
- Ability to engage enterprises led by people from diverse backgrounds
- Knowledge of the needs of local enterprises
- A robust delivery model and ability to provide support to a wide range of enterprises of different types, stages and locations
- Partnership working

Value for Money

40. The value for money criteria for the tender evaluation methodologies are being developed alongside the specifications and will likely assess how confident the council is in the tenderers' cost breakdowns and whether they offer any added value. This will allow us to compare tenderers' costs in relation to quality. This framework will be applied consistently across all tenders.

41. Details of the tender evaluation process will be provided in the tender documents. Tenders will be scored by a panel of officers within the Corporate Strategy division.

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

Community impact statement

42. With due regard to the Public Sector Equality Duty, an equality analysis was carried out on the SPF during its initial development. The analysis identifies service users across the protected characteristics, with detail of the mitigating actions that could be incorporated into the service design. The EIA has been reviewed and revised to reflect the updated delivery strategy, the change in the economic climate, and more recent research (see Appendix 2).

43. More recently, the views of potential service users across the protected characteristics have been captured and incorporated into the development of the specifications. For example, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. Of the respondents, 56% identified as a minority ethnic business, 44% as a woman-led business and 8% as a

disabled-led business. Other channels have also been explored to further engage and incorporate the views of those groups most underrepresented in business – please see the consultation section for further details.

44. People from Black, Asian and minority ethnic backgrounds, women, young people and disabled people are underrepresented amongst entrepreneurs. A core aim of the SPF is to support these groups start up and grow their enterprises. Although the enterprise support is not limited to these groups, bidders will be evaluated on how their service will target these communities to ensure support is tailored to their needs. This could include accessible role models through mentoring and tailoring marketing and promotion work to under-represented groups to raise awareness about the support on offer. Additionally, ambitious equality and diversity targets will be set, with the aim of achieving high programme participation amongst the target demographics.
45. When finalising the contract, the council will ensure that the provider's practices are inclusive and require them to have an Equalities & Diversity policy in place.
46. Additionally the provider will be required to develop links with Southwark Works, the Council's employment service. Southwark Works supports a combination of groups that are overrepresented in unemployment measures, including some of the most marginalised groups in the labour market. Through collaboration, the service seeks to widen employment opportunities, specifically to meet the needs of protected characteristic groups. This service will help Southwark Works fulfil this aim by promoting job opportunities created with the support of the Start-Up and Growth programmes.

Equalities (including socio-economic) impact statement

47. The SPF has been designed to be accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people. The commissioning and monitoring processes will be used to ensure that this is the case across all four SPF themes and appropriate targets put in place in the Start-Up and Growth programmes initially. For further information, see the Background Information section, community impact statement and economic and social considerations.

Health impact statement

48. A core aim of the SPF is that it is accessible to those under-represented in business. This includes disabled people and people with additional health needs. Services under the SPF are designed to be fully accessible to people with additional health needs. For example, materials should be available in large print and carers and sign language interpreters should be able to attend events and workshops. Parts of the service could be available online to give enterprise owners flexibility over when they access the service.
49. It is anticipated that a long term outcome of the programme will be that enterprise owners and aspiring entrepreneurs are able to start and grow their

own enterprise, have greater control over their own working conditions due to being self-employed and generate increased revenue. As a result, it is hoped that entrepreneurs have greater financial security and improved health and economic wellbeing.

Climate change implications

50. A key aim of the SPF is for businesses to decrease their environmental impact. The commissioning and monitoring processes will be used to ensure this is the case across all programmes. For further information see the Background Information section and environmental / sustainability considerations.

Social Value considerations

51. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

52. Procurement of the enterprise support will be open to providers of all sizes, including small local providers. It is not essential that a single provider be expected to deliver the service in totality due to the wide range of specialisms of different providers and the varied needs of businesses. Partnership working is therefore encouraged to build capacity amongst smaller local providers. It is therefore anticipated that local providers will be able to receive some of the contract value either via subcontracting or by submitting a joint bid with other providers.

53. The procurement will be advertised on ProContract and open to all types of providers, including social enterprises and the voluntary sector. Local providers involved in the soft market testing will be encouraged to apply.

54. Providers will be encouraged to advertise any posts (including apprenticeships) funded by this contract with Southwark Works – therefore creating more employment opportunities for Southwark residents.

55. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractor for this contract will result in quality improvements for the council. These should include a higher calibre of multi-skilled employees that will contribute to the provision of the services within Southwark, more experienced staff, or continuity of service provision resulting from reduced turnover of staff and will

provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractor will be expected to meet LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process.

56. It is envisaged that enterprises in receipt of support will also gain an understanding of the local employment landscape and supply chains, consequently drawing on these resources as their business grows.
57. As the enterprise support will primarily be targeting micro businesses, we anticipate that a long term outcome of the programme will be that these businesses become more resilient and are able to generate increased revenue for those connected to them. Additionally, a key aspect of the enterprise support will be to support businesses to apply for funding and increase their income streams in order to self-sustain and grow, consequently benefiting Southwark's local economy.

Social considerations

58. Social value objectives are fundamental to the SPF. The following social value benefits will be delivered directly through the enterprise support:
59. Southwark residents will be supported to start-up and grow their enterprise, in turn stimulating the local SME market, and potentially leading to job and apprenticeship safeguarding or creation.
60. The programmes will target Black, Asian and minority ethnic communities, women, young people and disabled people to ensure support is tailored to the needs of those groups underrepresented amongst entrepreneurs.
61. Employers will receive training/ awareness of good employment principles, the London Living Wage and other responsible business practices.
62. Enterprises addressing issues outlined in the Southwark Council Plan commitments and/ or Southwark Council Common purpose outcomes will be supported to generate social value.

Environmental/Sustainability considerations

63. A key aim of the SPF is to support enterprises to reduce their carbon emissions. Although this will primarily be delivered via the Green Programme, the Start-Up and Growth programmes will also include performance measures around carbon reduction. Providers will be required to set their own measures and targets and these will be used to assess additional value in the tender evaluation process.

64. It is anticipated that this type of support will be well-received amongst service-users, as over 60% of respondents to the business survey reported that they would be 'quite likely' to access support to make their business more environmentally friendly.
65. Additionally, providers will be required to demonstrate how they deliver the services with minimal impact on the environment, and how any impact will be mitigated.

Plans for the monitoring and management of the contract

66. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
67. The contract will be managed and monitored by officers within the Local Economy Team. Appropriate contract monitoring arrangements will be put in place, in line with council procedures and established processes including:
- Regular meetings with the contractor's appointed project managers to review and manage performance against agreed targets
 - Regular review of costs against those agreed in the tender
 - Management and oversight of ongoing risks and performance related payments following the completion of project phases
 - Reporting on contract performance in line with the Contract Standing Orders.
68. The payment model is being developed alongside the specification but is likely to include quarterly payments in arrears. There may also be some up front costs or the initial quarterly payment made in advance. This will be agreed in discussion with the provider at the contract award stage.
69. The contractor will be required to monitor outputs beyond the duration of the contract. This will be written into the contract with a mechanism to claw back costs should this requirement not be met.
70. The contract will also include a clause allowing the council to terminate the contract at any time.

Staffing/procurement implications

71. The procurement will be managed by an officer from the Local Economy team. The evaluation panel will be made up of officers from the Local Economy team and will be planned into their workloads in advance. The

project manager will also be the point of contact with the contractors and monitoring officer once the contracts are awarded.

Financial implications

72. A contract of up to £300,000 will be awarded for the Start-Up Programme, and a contract of up to £550,000 will be awarded for the Growth Programme. Both programmes will deliver from June 2022 to June 2026. All values of exclusive of VAT.
73. Both programmes also have a grants budget: £115,000 for the Start-Up Programme and £185,000 for the Growth Programme. However, the council will be the grant budget holder and administer the grant payments. The enterprise support providers will take responsibility for assessing the enterprises' needs and will recommend to the council whether a grant award would be justified.
74. In June 2019 Cabinet approved the establishment of the SPF including the resources to commission a business support provider. Since the SPF was reinstated, the Cabinet Member for Jobs, Business and Town Centres approved the updated delivery model and redistribution of funds via an IDM report in February 2022.
75. From information gathered through the soft market testing, it is expected that approximately 200 enterprises will be supported by the Start-Up Programme and 150 by the Growth Programme.

Legal implications

76. Please see concurrent from the Director of Law and Governance.

Consultation

77. In addition to the consultations outlined in the 'Market Considerations' section and Community Impact Statement, two other channels were utilised to engage and incorporate the views of people from the SPF target demographics. The views of participants of the Start-up in London Libraries (SiLL) programme were sought via an online survey, specifically to gain insight into any lessons learned so that these could be incorporated into the Start-Up programme which will replace SiLL. Although the response rate was not high, the comments received were very useful and have helped shape the specification.
78. Additionally, in an effort to delve deeper into what we can do to ensure the services are accessible as possible, an online engagement forum was trialled. The forum asked more specific, open questions with the aim of gaining more detailed answers and inviting a more in depth conversation with people from the target demographics. It was promoted to enterprises, utilising networks expanded through the Southwark Stands Together programme. Some ideas presented on the forum received some feedback and support, however unfortunately the response rate was not very high.

79. Research and consultation from the early development of the SPF during 2018-19 has also been included in the redevelopment of the fund. For example, views from the original SPF advisory group, a needs analysis undertaken by the Young Foundation and the results from a survey to businesses via the Consultation Hub.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

80. This report seeks approval from the Director of Strategy and Economy approves the procurement strategy outlined in this report for the Start-Up and Growth enterprise support contracts of the Southwark Pioneers Fund (SPF). The maximum contract is £850k for a period of 4 years, commencing June 2022.

81. The Director of Strategy and Economy notes that details of the procurement process is in paragraphs 25 to 29, risks are detailed in paragraph 30, the impact on equalities, health and climate change are detailed in paragraphs 47 to 50, confirmation of the payment of LLW is detailed in paragraph 55, social value consideration are detailed in paragraphs 58 to 62, management and monitoring of the contract is detailed in paragraphs 66 to 70.

Director of Law and Governance

82. This report seeks the approval of the Director of Strategy and Economy to the procurement strategy for the Start-Up and Growth Enterprise support contracts of the Southwark Pioneers Fund (SPF) as further detailed in paragraph 1. By virtue of contract standing order 6.4.3(e) the decision may be taken by the relevant Chief Officer, or under their delegated authority after consideration of the report by DCRB.

83. The nature and value of these services are such that they are subject to the light touch regime (LTR) tendering requirements of the Public Contract Regulations 2015 (PCR 2015). As noted in paragraph 25, the intention is to undertake an open tender process advertised through the Find a Tender Service which satisfied the PCR 2015 requirements.

84. The Director's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Director is specifically referred to the community, equalities (including socio-economic) and health impacts at paragraphs 39-47 setting out the consideration that has been given to equalities issues which should be considered when approving this procurement strategy.

Strategic Director of Finance and Governance (CE21/079)

85. This report is requesting Director of Strategy and Economy to approve the procurement strategy outlined in this report for the Start-Up and Growth enterprise support contracts of the Southwark Pioneers Fund (SPF). The maximum combined value of the two contracts is £850,000, for a maximum period of 4 years, commencing June 2022. Full details and background are contained within the main body of the report.

86. The strategic director of finance and governance notes that the total value of the recommendations of this report will be contained within the £1.95m of Southwark Pioneers Fund.

87. It is noted that all staffing and other costs connected with this report will be contained within existing departmental revenue budgets.

PART A – TO BE COMPLETED FOR ALL DELEGATED DECISIONS

Under the powers delegated to me in accordance with the council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report (and as otherwise recorded in Part B below).

Signature

Date.....

Designation

PART B – TO BE COMPLETED BY THE DECISION TAKER FOR:

- 1) All key decisions taken by officers
- 2) Any non-key decisions that are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available (see 'FOR DELEGATED DECISIONS' section of the guidance).

1. DECISION(S)
As set out in the recommendations of the report.

2. REASONS FOR DECISION

As set out in the report.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED BY THE OFFICER WHEN MAKING THE DECISION

As set out in the report.

4. ANY CONFLICT OF INTEREST DECLARED BY ANY CABINET MEMBER WHO IS CONSULTED BY THE OFFICER WHICH RELATES TO THIS DECISION *

None declared.

* Contract standing order 6.4.1 states that for contracts with an Estimated Contract Value of £100,000 or more, the lead contract officer (LCO) must consult with the relevant cabinet member before a procurement strategy is implemented.

5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST

If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.

N/A

6. DECLARATION ON CONFLICTS OF INTERESTS

I declare that I was informed of no conflicts of interests.

7. CONSIDERATION GIVEN TO WHETHER, AS A NON-KEY DECISION, THIS SHOULD BE FORWARDED TO THE CONSTITUTIONAL TEAM FOR PUBLICATION IN ACCORDANCE WITH REGULATION 13(4)*

The decision taker should consider whether although a non-key decision, the decision is sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available. Where there is any doubt, having considered the importance and/or sensitivity of a decision, it should be deemed that Regulation 13(4) would apply.

I do not consider that the decision be made available for publication under Regulation 13(4).*

* Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the council is required to put in place a scheme for recording and publishing some officer executive decisions. This process is sometimes referred to as "Regulation 13(4)".

BACKGROUND DOCUMENTS

Background Documents			Held At	Contact
Title of document(s) Southwark Pioneers Fund: Establishment			Title of department / unit Address Local Economy Team	Name Libby Dunstan Libby.dunstan@southwark.gov.uk
Link: https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6413&Ver=4				
Title of document(s)			Title of department / unit Address	Name Phone number
Link: (Insert hyperlink here)				

APPENDICES

No	Title
Appendix 1	IDM – Southwark Pioneers Fund Delivery Strategy
Appendix 2	Southwark Pioneers Fund Updated Equalities Analysis
Appendix 3	Insert title of document
Appendix 4	Insert title of document
Appendix 5	Insert title of document
Appendix 6	Insert title of document

AUDIT TRAIL

Lead Officer	Stephen Gaskell, Director of Strategy and Economy	
Report Author	Libby Dunstan, Senior Strategy Officer	
Version	Final	
Dated	8 March 2022	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes

Head of Procurement	Yes	Yes
Director of Law and Governance	Yes	Yes
Director of Exchequer (for housing contracts only)	No	No
Cabinet Member	Yes	No
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	No	No
Cabinet Member	Yes/No	Yes/No
Date final report sent to Constitutional /Community Council/Scrutiny Team		N/A

Item No.	Classification: Closed	Date: 09/06/2022	Meeting Name: Director of Strategy and Economy
Report title:		Gateway 2 - Contract Award Approval Southwark Pioneers Fund: Start-Up and Growth Enterprise Support Programmes	
Ward(s) or groups affected:		Businesses, enterprises and trading charities in all wards	
From:		Libby Dunstan, Senior Strategy Officer	

Not for publication by virtue of category 3 paragraph 10.4 of the Access to Information Procedure Rules of the Southwark Constitution

RECOMMENDATION(S)

1. That the Director of Strategy and Economy approves the award of the Southwark Pioneers Fund (SPF) Start-Up contract to Trampoline NH CIC for the maximum value of £300,000 (as further detailed in paragraph 77) for a maximum period of four years commencing July 2022.
2. That the Director of Strategy and Economy approves the award of the Southwark Pioneers Fund Growth contract to Hatch Enterprise for the maximum value of £550,000 (as further detailed in paragraph 77) for a maximum period of four years commencing July 2022.

BACKGROUND INFORMATION

3. The SPF was originally developed in 2019 to generate inclusive growth by supporting the creation or scale-up of commercial and social enterprises (including revenue-raising charities). The underpinning aims of the SPF were to deliver against the 2018-2022 council plan theme of a 'full employment borough', with a commitment to: 'Establish an Innovation Fund to invest in Southwark's entrepreneurs of the future.' To meet this commitment, Cabinet approved the establishment of the Southwark Pioneers Fund in June 2019 (see background documents).
4. Following the pause of the programme during the pandemic, the fund has since been developed to ensure that it is relevant to the current economic climate. These developments were approved in February 2022 via an IDM report approved by the Cabinet Member for Business, Jobs and Town Centres. A summary of the business case for the Fund is given in the background section of the Gateway 1 report, within the 2019 cabinet report and the 2022 IDM report (see background documents and Appendices 1 and 2).
5. The refreshed SPF is driven by the need to support economic renewal as we emerge from the worst of the pandemic, our commitment to tackling

inequality, discrimination and injustice, and the climate emergency. With these in mind, the SPF has the following five key aims:

- Increase the creation, survival and scale-up of commercial and social enterprises (including revenue-raising charities)
- Widen the diversity of people who own and lead enterprises in Southwark
- Reduce enterprises' carbon emissions
- Create good quality employment for Southwark residents
- Generate wider social value for the people of Southwark

6. To reflect these aims and ambitions, the SPF consists of a four-year enterprise support programme available to enterprises participating on the programme. Indicatively, the total budget for business support is £1,345,000 and £605,000 for grants. The enterprise support will be split into four themes, delivered by four separate agreements:
 - i. Enterprise support for start-ups and aspiring entrepreneurs (Start-up Programme)
 - ii. Enterprise support for later-stage enterprises focussed on growth (Growth Programme)
 - iii. Support for enterprises to decarbonise and reduce their environmental impact (Green Programme)
 - iv. Business support for social and community enterprises led by women or people from Black or minority ethnic backgrounds (delivered through the Local Access Programme (LAP))
7. Ensuring that the support is accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people is integral across all four themes.
8. The procurement for the four agreements is staggered. For a full breakdown of the budgets and timeframes for each of the four programmes, please refer to the Background Information section of the gateway 1 report.
9. This report refers to the outcomes of the procurement for the Start-Up and Growth enterprise support programmes. The gateway 1 report for the procurement strategy for these programmes was approved on the 11 March 2022. There has been no change to the procurement strategy. The procurement timetable has had minor amends to allow for an extended period for clarification questions due to the volume of tenders received.

Procurement project plan (Non Key decisions)

Activity	Complete by:
DCRB Review Gateway 1:	18/02/2022

Activity	Complete by:
Brief relevant cabinet member (over £100k)	18/02/2022
Approval of Gateway 1: Procurement strategy report	10/03/2022
Completion of tender documentation	11/03/2022
Publication of Find a Tender Service Notice	11/03/2022
Publication of Opportunity on Contracts Finder	11/03/2022
Closing date for return of tenders	29/04/2022
Completion of clarification meetings/presentations/evaluation interviews	27/05/2022
Completion of evaluation of tenders	27/05/2022
DCRB Review Gateway 2: Contract award report	03/06/2022
Approval of Gateway 2: Contract Award Report	10/06/2022
Debrief Notice and Standstill Period (if applicable)	24/06/2022
Contracts award	27/06/2022
Add to Contract Register	27/06/2022
Place award notice in Find a Tender Service	27/06/2022
Place award notice on Contracts Finder	27/06/2022
Contracts start – Start-Up and Growth	30/06/2022
Initial Contracts completion date	29/06/2024
Contracts completion date – if extension(s) exercised	29/06/2026

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

10. In total 23 tenders were received via open procedure: nine submissions for the Start-Up contract and 14 for the Growth contract. Following assessment and clarification interviews, it is recommended that the Council award the Start-Up contract to Trampoline and the Growth contract to Hatch who achieved the highest scores overall. Further details of the tender process

including the tenderers and scores are detailed in the Tender Evaluation section.

11. The Start-up Programme aims to provide support to residents who are interested in exploring self-employment but may not yet have a business idea, right the way through to those at an early stage of trading and want to sustain and develop their enterprise. Trampoline will deliver enterprise support to 240 early-stage enterprises, or residents seeking to start an enterprise. In addition, they will deliver 24 information, advice and guidance (IAG) sessions to 520 residents interested in self-employment, or who want to learn more about what starting an enterprise involves. Support will be delivered via a mixture of open days based in Southwark's communities, one-to-one coaching, group seminars, masterclasses and networking events. Support will be available both in person and online to provide a flexible, accessible offer for residents and enterprises.
12. The aim of the Growth Programme is to support entrepreneurs who have been trading for some time and wish to develop their enterprise and achieve their growth ambitions. Hatch will deliver enterprise support to 248 enterprises. 120 of these will participate in an accelerator programme designed for enterprises who want to plan their path for growth and scale. These enterprises will receive approximately 60 hours of support delivered via a mixture of one-to-one support, masterclasses, peer workshops, mentoring and a demo day. 128 enterprises who are either not yet ready for the accelerator or able to make the time commitment will receive between 3 and 12 hours of one-to-one support, masterclasses, networking events, peer round tables and mentoring. Support will be delivered both in person and virtually, with the accelerator content being delivered virtually to ensure accessibility.
13. Both providers are local or have a strong Southwark presence and have existing connections and relationships with organisations and communities in the borough. What differentiated these two bids from the other tenders received was the level of experience and ability to engage and provide support to the target demographics demonstrated in their respective submissions. Trampoline offers a grassroots approach to community engagement giving confidence that those most disadvantaged and under-represented in entrepreneurship will be targeted for support. Hatch offers holistic, wrap-around support to entrepreneurs, demonstrating that they understand the barriers faced by the target groups and giving them the additional support needed to help make their enterprises a success. Both providers' missions strongly align with the aims of the SPF and Southwark Stands Together (SST), giving confidence that support will go towards those who are most disadvantaged and under-represented within entrepreneurship.
14. Trampoline and Hatch are both SMEs, with Trampoline being a Black women-led micro CIC. Awarding to these providers will help build capacity in small, local providers and keep the council's funds within the local community.

Key benefits and additional value

15. It is anticipated that the Start-Up Programme will deliver the following benefits and additional value:

- Enterprise support to 240 enterprises / residents which is a 20% increase on the minimum target set
- 24 IAG sessions delivered to 520 residents interested in self-employment, which is a 33% increase on the minimum number of IAG sessions set
- Estimated 118 residents supported to register a business
- Estimated 36 jobs and apprenticeships safeguarded and 117 created
- Trampoline also aims to support 63 enterprises to access additional finance amounting to £192,000 accumulatively
- Trampoline has very strong local knowledge and connections with Southwark's communities giving confidence that support will go to those most in need
- Council funds will stay within the local community and help build capacity in a Black woman-led micro-CIC with a strong Southwark presence.

16. It is anticipated that the Growth Programme will deliver the following benefits and additional value:

- Enterprise support to 248 enterprises which is a 65% increase on the minimum target set
- Estimated 248 jobs and apprenticeships safeguarded and 101 created
- Estimated 113 enterprises supported to bring new products or services to market
- Hatch also aims to support 126 enterprises to access additional finance amounting to £1.5m accumulatively
- Enterprises completing the accelerator programme become part of Hatch's Community Network, which gives them access to ongoing support through events, clinics, mentoring, coaching and networking which are led by corporate volunteers
- To support under-represented founders who face additional challenges in business, Hatch provide plenty of wrap-around support such as mentoring provided by trained coaches who can deal with the overlap of personal and business challenges, signposting to health and wellbeing services, a regular bursary whilst on the programme and regular 1-2-1s and mentoring with skilled mentors with lived experience
- Council funds will stay within the local community and help build capacity in a local SME.

Key/Non Key decisions

17. This report deals with a non key decision.

Policy implications

18. This procurement exercise was originally driven by the 2018-22 Council Plan commitment to “establish an Innovation Fund to invest in the Southwark’s entrepreneurs of the future”. The essence of this commitment remains relevant and is encapsulated in the 2022-26 manifesto pledge:

We will back Southwark residents to start more businesses, co-operatives and social enterprises, growing a network of start-up hubs rooted in our communities. With extra support for entrepreneurs who are underrepresented in business, including women, Black, Asian, minority ethnic and disabled people.

19. It also delivers against the following pledges:

- We will create more opportunities for you when you leave school, including 250 paid internships for young people from disadvantaged backgrounds, 2,000 apprenticeships and free support to start a business
- We will keep more wealth within our community, ensuring the council and other big institutions in Southwark buy more goods and services from local businesses, cooperatives, social enterprises and charities, including Black, Asian, ethnic minority and women led-businesses and third sector organisations.

20. The Economic Renewal Plan commits to “continue to support businesses to deal with the immediate impact of the crisis [the coronavirus pandemic] and plan for a comprehensive programme of assistance to support inclusive business growth.” This procurement also works towards delivering this commitment.

Tender process

21. An open procedure was followed. Tender submissions were received from the following organisations:

Start-Up Programme	Growth Programme
Christian Millionaire Bookclub Ltd.	Accounts and Legal Consultants Ltd.
CPG Executive Consulting Ltd	Bayes Business School, City University of London
Digital Islands Business Services Ltd	Capital Enterprise (UK) Ltd
Grow Inspires	CPG Executive Consulting Ltd
Hustle & Heels Ltd.	Digital Islands Business Services Ltd
Macintosh Hospitality Ltd	Engineering Business Growth Ltd
Resume Foundation	Future Flexing Ltd.
Trampoline NH CIC	Gemteq Ltd.
Wenta	Goldsmith College, University of London

	Hatch Enterprise
	London Southbank University (LSBU)
	Newable Ltd.
	Sara Carter Training and Consultancy Ltd.
	Wenta

Tender evaluation

22. The evaluation comprised of three stages:

- Stage one - compliance (pass / fail)
- Stage two - quality (70%)
- Stage three – value for money (30%)

23. Tenderers were required to submit a proposal addressing the key requirements of the brief. The evaluation criteria are shown in Table 1 below.

Table 1

Question number / criteria ref.	Quality Criteria	Weighting
2	Identifying participants and marketing the service	10
3	Identifying and prioritising participants most in need of support	10
4	Programme design and ability to deliver enterprise support services to meet the needs of enterprises	20
5	Programme resources, capability and capacity	8
6	Previous experience of delivering effective enterprise support and achieving outcomes	7
7	Quality assurance	8
8	Mobilisation and delivery plan	7
	Value for Money Criteria	
VFM1	Start-Up: Outputs 5, 6 Growth: Outputs 1, 2	8
VFM2	Start-Up: Outputs 5, 6 Growth: Outputs 1, 2 Are realistic, deliverable and make effective use of the budget	8
VFM3	Start-Up: Outputs 1-3,7, 16-22 Growth: Outputs 6, 11-17	8
VFM4	Match funding	3
VFM5	Additional value	3

24. Each quality criterion was awarded a score from 0-5 and then the weighting applied. The weighted scores for each question were then added together to give a total score for quality out of 70. The scoring criteria for quality are shown in Table 2 below.

Table 2

Score	Descriptions
0	Cannot be scored: No information provided or the response does not demonstrate an understanding of our requirements or the solution is incapable of meeting our requirements.
1	Unsatisfactory: Although the Supplier does demonstrate an understanding of our requirements there are some major risks or omissions in relation to the proposed solution to deliver the service and we would not be confident of our requirements being met
2	Satisfactory: A response which is capable of meeting our requirements but is unlikely to go beyond this.
3	Good: A response which shows that the Supplier demonstrates an understanding of our requirements, has a credible methodology to deliver the service and could evolve into additional benefits.
4	Very Good: A response which shows that the Supplier demonstrates an understanding of our requirements, has a credible methodology to deliver the service alongside a clear process and plan to deliver additional benefits and deliver value.
5	Excellent : A response which shows how the service can comprehensively be taken to the next level in terms of exceeding our requirements and/or offering significant added value to the Council's overall strategic requirements and objectives.

25. Each value for money criterion was awarded a score from 0-5 and then the weighting applied. The weighted scores for each question were then added together to give a total score for value for money out of 30. The scoring criteria for value for money are shown below.

Scoring criteria: VFM1

26. The score for VFM1 was calculated using the calculation:

Start-Up: $(\text{Output 6} / \text{Output 5}) \times (\text{Output 5} / 200)$

Growth: $(\text{Output 2} / \text{Output 1}) \times (\text{Output 1} / 150)$

27. This equates to:

$(\text{Average number of hours of support per business}) \times (\text{Number of businesses supported above the minimum target})$

28. The tenderer achieving the highest number received a score of 5. All other tenderers received a score from 0-5 relative to the highest tenderer.

29. If a tenderer's targets for outputs 5 and 6 (or 1 and 2 if applied for Growth) were unrealistically high and they received a score of 2 or below for VFM2,

they could be excluded from the scoring process for VFM1. This was to ensure that any outlying or unrealistic scores did not skew the scoring process for the other tenderers.

Table 3 – Scoring criteria: VFM2-3

Score	Descriptions
0	Cannot be scored: No information provided or significant gaps making it impossible to assess the proposal. Minimum targets are not met.
1	Unsatisfactory: Some information provided but some major risks or omissions in relation to the financial information and rationale. Not confident that the service and outputs are deliverable with the cost breakdown.
2	Satisfactory: A response which provides adequate financial information and rationale. Some confidence that the proposal and outputs are deliverable with the cost breakdown.
3	Good: A response which provides good financial information and rationale. Medium level of confidence that the proposal and outputs are deliverable with the cost breakdown. Funds are used efficiently.
4	Very Good: A response which provides thorough financial information and clear rationale. High level of confidence that the proposal and outputs are deliverable with the cost breakdown. Funds are used efficiently which could evolve into delivering additional value.
5	Excellent : A response which provides thorough financial information and clear, comprehensive rationale. Very high level of confidence that the proposal and outputs are deliverable with the cost breakdown. Funds are used efficiently, clearly delivering additional value.

Table 4 – Scoring criteria VFM4-5

Score	Descriptions
0	Cannot be scored: No information provided or no added value / match funding proposed.
1	Unsatisfactory: Although the supplier does demonstrate some added value or match funding, there are some major risks or omissions in the response making it unrealistic to be delivered or amounting to very little value.
2	Satisfactory: A response which is capable of delivering some added value or match funding. Some confidence that the methodology is capable of delivering the proposed added value.

3	Good: A response which shows that the supplier demonstrates a good level of added value or match funding and has a credible methodology to deliver the proposed added value.
4	Very Good: A response which shows that the supplier demonstrates a high level of added value or match funding and has a strong methodology to deliver the proposed added value.
5	Excellent: A response which shows that the supplier offers significant added value or match funding with a strong, comprehensive methodology to deliver the proposed added value.

30. The scores achieved for both quality and value for money were added together to give an overall score.

Start-Up Evaluation

31. Table 5 shows the scores for the tenderers for the Start-Up Programme.

Table 5

Tenderer	Total score pre-clarification (100%)	Final Quality Score (70%)	Final VFM Score (30%)	Final Total Score (100%)
Trampoline	48.8	44.6	14.2	58.8
Wenta	47.6	42	13.6	55.6
Digital Islands	46.2	35	16.8	51.8
Hustle and Heels	41.6	36	15.2	51.2
Macintosh Hospitality	41.6	36	15.2	51.2
CPG	37.6	31.4	17.4	48.8
Resume Foundation	46.8	42.4	4.4	46.8
Grow Inspires	37	31.6	11.8	43.4
Christian Millionaire Bookclub	25.4	21.6	3.8	25.4

Start-Up Clarification

32. All tenderers were asked to clarify their outputs as some of the responses were not clear and it was critical that the panel were able to compare like-for-like. To ensure that everyone had fair opportunity to clarify their outputs, the same clarification question was sent to all tenderers. The criteria VFM1 and VFM2 were therefore scored after clarification which accounts for the large increase between the pre and post clarification scores.

33. Trampoline, Wenta and Digital Islands were invited to clarification interviews following initial scores, as these were the top 3 bidders by a clear margin of

at least 4.8% and the remaining bids would not have been able to make up the difference in the scores. Resume Foundation also scored highly pre-clarification, however it was rejected from the tender process as it achieved a score of 0 for VFM1 and VFM2 so was not invited to interview.

34. Once the scores for VFM1 and VFM2 had been taken into account, Trampoline increased their score by 2% following their interview. This was due to greater clarity provided around their approach to outreach and engagement, including confirmation that there was a digital option for programme registration and delivering support.
35. Although Wenta were asked some clarification questions at interview, the answers received did not impact their scores so their overall score remained the same once their scores for VFM1 and VFM2 had been taken into account.
36. Once the scores for VFM1 and VFM2 had been taken into account, Digital Islands decreased their score by 4% due to their lack of offline outreach and engagement and ability to make the service accessible to under-represented groups.
37. Overall Trampoline achieved the highest score both pre and post clarification, with a final margin of 3.2%.
38. It is noted that none of the top bidders for the Start-Up Programme scored as highly as the bidders for the Growth Programme. However this is likely due to the tenderers being smaller organisations with less experience of tendering, rather than a reflection of their ability to provide a good quality service. All of the top scoring tenderers met the minimum thresholds for quality and value for money.

Growth Evaluation

39. Table 6 shows the scores for the tenderers for the Growth Programme.

Table 6

Tenderer	Total Score Pre-clarification (100%)	Final Quality Score (70%)	Final VFM Score (30%)	Final Total Score (100%)
Hatch	71.8	57.2	20.6	77.8
Goldsmiths	70.2	53.4	20	73.4
LSBU	65.8	52	15.2	67.2
Capital Enterprise	68	45.6	15.8	61.4
Engineering Business Growth	59.8	41.4	16.8	58.2
Digital Islands	59	39	18.4	57.4
Newable	57.6	42	13.6	55.6

Gemteq	50.6	36.6	14	50.6
Bayes	49	37.6	11.4	49.0
Accounts and Legal Consultants	47.6	32	15.6	47.6
Wenta	47	35.6	11.4	47.0
Sara Carter	37.6	28	9.6	37.6
Future Flexing	36	25.2	10.8	36.0
CPG	34.4	29.4	5	34.4

Growth Clarification

40. All tenderers were asked to clarify their outputs as some of the responses were not clear and it was critical that the panel were able to compare like-for-like. To ensure that everyone had fair opportunity to clarify their outputs, the same clarification question was sent to all tenderers. The criteria VFM1 and VFM2 were scored before clarification, although slight adjustments were made after clarification answers were received as detailed in the following paragraphs.
41. Hatch, Goldsmiths, LSBU and Capital Enterprise were invited to clarification interviews as from the initial scores, these were the top 4 bidders by a clear margin of at least 6% and the remaining ones would not have been able to make up the difference in the scores.
42. Hatch increased their score by 6% due to greater clarity provided around how they would administer the grants fund. They increased their score for mobilisation by providing clarity around what support would be available from the start of the contract. They also clarified how the match funding offered would apply to the programme.
43. Goldsmiths increased their score by 3.2% due to clarification of the number of hours of support provided to enterprises. This made them top scorer for VFM1.
44. LSBU increased their score by 1.4% due to providing clarity around what support would be available from the start of the contract.
45. Capital Enterprise decreased their score by 6.6% by clarifying that they do not offer any support to enterprises to reduce their environmental impact, which is a requirement of the programme. They increased their score for match funding by clarifying how it would apply to the programme. However, their score decreased for VFM1 as this criterion was scored relative to other bidders. When other bidders clarified their outputs, scoring was adjusted accordingly and resulted in a reduced score for VFM1.
46. Overall Hatch achieved the highest score both pre and post clarification, with a final margin of 4.4%.

Plans for the transition from the old to the new contract

47. This is a new service so there will be no transition between contracts.

Plans for monitoring and management of the contract

48. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.

49. The contracts will be managed and monitored by an officer within the Local Economy Team. The officer will meet with the suppliers on a quarterly basis to monitor performance and service delivery and verify evidence. Contract monitoring arrangements in line with council procedures and established processes will include:

- Quarterly monitoring of outputs and outcomes
- Regular review of costs
- Management and oversight of ongoing risks and staging of payments following the completion of project phases

50. The contractors will be required to monitor outputs beyond the duration of the contract. This will be written into the contracts with a mechanism to claw back costs should this requirement not be met.

51. The initial term of the contracts is two years, with the option to extend the contract for a further two-year term. This allows the council to terminate the contracts at the end of the initial term.

52. The final contracts will also include a clause allowing the council to terminate the contracts at any time by giving one month's written notice.

Identified risks for the new contract

No.	Risk	Risk Level	Mitigating Action
1.	Limited mobilisation time	Low	<ul style="list-style-type: none"> • The providers have submitted mobilisation plans which will form part of the contract. Both providers offer a staggered approach to mobilisation with support on offer from August 2022. • Trampoline has staff in place to deliver programme activities until designated programme staff are recruited.

			<ul style="list-style-type: none"> • Hatch's community programme runs all year round so will be immediately available to enterprises. • Although Hatch's accelerator programme does not begin until January 2023, the community programme offers 121 and group support to enterprises in the meantime and helps build capacity so that enterprises are fully prepared for the accelerator.
2.	Underperformance service quality –	Medium	<ul style="list-style-type: none"> • The providers have set their own targets which are based on experience from previous programmes they have delivered. The targets should therefore be realistic and achievable. • Hatch has a strong track record of delivering contracts of a similar size and quality. • Although this will be Trampoline's largest contract to date, their application demonstrated their potential to scale up similar services and provides assurance that they will deliver a high quality service. • Continuous improvement will be encouraged through a flexible approach to monitoring and service delivery. This will enable the providers and the council to monitor and resolve any issues at regular intervals. • The contracts include multiple mechanisms to manage performance including implementing improvement plans, serving default notices and applying service credits. • The contracts will be issued for a 2-year initial term with a 2-year extension so can easily be terminated after 2 years if necessary. The contracts will also include a clause allowing the council to terminate the contract at any time.
3.	Underperformance - cost	Medium	<ul style="list-style-type: none"> • The providers have provided a credible cost breakdown with well-reasoned rationale giving confidence

			<p>that the budgets will be managed appropriately. This will be monitored closely on a quarterly basis.</p> <ul style="list-style-type: none"> • An assessment of the financial standing of both providers has been carried out. Hatch has a normal level of financial risk. • Although the financial risk of Trampoline is higher because they are a micro-CIC, they will be asked to provide a budget for how the first payment will be spent before any payment is made. All subsequent payments will be made on evidence of expenditure. • The value for Trampoline's contract is also relatively low at £75K p/a. Overall it is considered that the benefits of building capacity in a Black woman-led micro-CIC with a strong Southwark presence outweigh the financial risks of investing in an SME. • The contracts will be issued for a 2-year initial term with a 2-year extension so can easily be terminated after 2 years if necessary. The contracts will also include a clause allowing the council to terminate the contract at any time.
4.	Insolvency	Medium	<ul style="list-style-type: none"> • A credit check has been undertaken on the providers. Hatch has a normal level of financial risk. • Trampoline will receive £30K up-front costs to support with cash flow from the start. This will only be paid on receipt of a budget for how the first payment will be spent. All subsequent payments will be made on evidence of expenditure and colleagues will maintain close monitoring of the financial position of Trampoline. • The value for Trampoline's contract is also relatively low at £75K p/a. Overall it is considered that the benefits of building capacity in a Black woman-led micro-CIC with a strong Southwark presence

			outweigh the financial risks of investing in an SME.
5.	Supplier relationship management	Medium	<ul style="list-style-type: none"> • The contract officer will work closely with the providers during the mobilisation period to clearly set out the services, milestones and targets to be delivered so that any ambiguity is kept to a minimum. • Monitoring meetings will provide the opportunity to raise and resolve issues at regular intervals. • The providers for the Start-Up and Growth programmes (and later the Green and Social and Community programmes as they come onboard) will be expected to collaborate in order to offer the most appropriate form of support to enterprises. They will be obliged to sign a collaboration agreement which sets out how they should work together. • Initial mobilisation meetings will take place with both providers present to foster good relationships from the start and minimise ambiguity. • Both providers are organisations with missions and values that strongly align with the aims of the SPF and SST which is a good basis for a cohesive working relationship.
6.	Covid-19 restrictions	Low	<ul style="list-style-type: none"> • Most, and if need be, all of the service delivery can take place online so that businesses can still access the service should further covid-related restrictions come into place.

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

Community impact statement

53. With due regard to the Public Sector Equality Duty, an equality analysis was carried out on the SPF during its initial development. The analysis identifies service users across the protected characteristics, with detail of the mitigating actions that could be incorporated into the service design. The EIA has been reviewed and revised to reflect the updated delivery strategy, the change in the economic climate, and more recent research (see Appendix 2).

54. More recently, the views of potential service users across the protected characteristics have been captured and incorporated into the development of the specifications. For example, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. Of the respondents, 56% identified as a minority ethnic business, 44% as a woman-led business and 8% as a disabled-led business. Other channels have also been explored to further engage and incorporate the views of those groups most underrepresented in business – please see the consultation section for further details.
55. People from Black, Asian and minority ethnic backgrounds, women, young people and disabled people are underrepresented amongst entrepreneurs. A core aim of the SPF is to support these groups start up and grow their enterprises. Although the enterprise support is not limited to these groups, bidders were evaluated on how their service will target these communities to ensure support is tailored to their needs. Trampoline and Hatch scored very highly on these criteria which is what set them apart from the other bidders. Their approaches include:
- A grassroots approach to community engagement, utilising existing connections and relationships within Southwark's communities to engage with the target groups;
 - Tailoring marketing and promotion work to under-represented groups to raise awareness about the support on offer;
 - Providing mentors with lived experience who can who can deal with the overlap of personal and business challenges
 - Offering a regular bursary to programme participants
 - Signposting to health and well-being services
56. Additionally, ambitious equality and diversity targets have been set, with the aim of achieving high programme participation amongst the target demographics.
57. When finalising the contract, the council will ensure that the provider's practices are inclusive and require them to have an Equalities & Diversity policy in place.
58. Additionally the provider will be required to develop links with Southwark Works, the Council's employment service. Southwark Works supports a combination of groups that are overrepresented in unemployment measures, including some of the most marginalised groups in the labour market. Through collaboration, the service seeks to widen employment opportunities, specifically to meet the needs of protected characteristic groups. This service will help Southwark Works fulfil this aim by promoting job opportunities created with the support of the Start-Up and Growth programmes.

Equalities (including socio-economic) impact statement

59. The SPF has been designed to be accessible to enterprises led by people from Black, Asian and minority ethnic backgrounds, women, disabled people and young people. The commissioning and monitoring processes will be used to

ensure that this is the case across all four SPF themes and appropriate targets put in place in the Start-Up and Growth programmes initially. For further information, see the Background Information section, community impact statement and economic and social considerations.

Health impact statement

60. A core aim of the SPF is that it is accessible to those under-represented in business. This includes disabled people and people with additional health needs. Services under the SPF are designed to be fully accessible to people with additional health needs. Trampoline and Hatch both offer a mix of in person and virtual deliver to ensure that their programmes are fully accessible. The support provided will be holistic, taking into account additional needs and focussing on building clients' confidence and offering motivational support, helping them to set up survival plans/budgets and providing networking opportunities. Additionally, Hatch provide signposting to health and wellbeing services, mental health first aid training and providing mentors with lived experience who can provide holistic as well as business support.
61. It is anticipated that a long-term outcome of the programme will be that enterprise owners and aspiring entrepreneurs are able to start and grow their own enterprise, have greater control over their own working conditions due to being self-employed and generate increased revenue. As a result, it is hoped that entrepreneurs have greater financial security and improved health and economic wellbeing.

Climate change implications

62. A key aim of the SPF is for businesses to decrease their environmental impact. For further information see the environmental / sustainability considerations.

Social Value considerations

63. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic considerations

64. The procurement was advertised on ProContract and open to all types and sizes of provider, including small, local providers, social enterprises and the voluntary sector. Local providers involved in the soft market testing were encouraged to apply.
65. Trampoline and Hatch are both SMEs with a strong local presence, with Trampoline being a Black women-led micro CIC. Awarding to these providers

will help build capacity in small, local providers and keep the council's funds within the local community.

66. The providers will be encouraged to advertise any posts (including apprenticeships) funded by this contract with Southwark Works – therefore creating more employment opportunities for Southwark residents.
67. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractors for this contract will result in quality improvements for the council. These could include a higher calibre of multi-skilled employees that will contribute to the provision of the services within Southwark, more experienced staff, or continuity of service provision resulting from reduced turnover of staff and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractor will be expected to meet LLW requirements and contract conditions requiring the payment of LLW were included in the tender documents. As part of the tender process, bidders were required to confirm that they will pay the LLW. Following award, any cost implications will be monitored as part of the contract review process.
68. Enterprises in receipt of support will also gain an understanding of the local employment landscape and supply chains, consequently drawing on these resources as their business grows.
69. As the enterprise support will primarily be targeting micro enterprises, we anticipate that a long-term outcome of the programme will be that these enterprises become more resilient and are able to generate increased revenue for those connected to them. Additionally, a key aspect of the enterprise support will be to support enterprises to apply for funding and increase their income streams in order to self-sustain and grow, consequently benefiting Southwark's local economy.

Social considerations

70. Social value objectives are fundamental to the SPF. The following social value benefits will be delivered directly through the enterprise support:
- Southwark residents will be supported to start-up and grow their enterprise, in turn stimulating the local SME market, and potentially leading to job and apprenticeship safeguarding or creation.
 - The programmes will target Black, Asian and minority ethnic communities, women, young people and disabled people to ensure support is tailored to the needs of those groups underrepresented amongst entrepreneurs.
 - Employers will receive training/ awareness of good employment principles, the London Living Wage and other responsible business practices.

- Enterprises addressing issues outlined in the Southwark Council Plan commitments and/ or Southwark Council Common purpose outcomes will be supported to generate social value.

Environmental/Sustainability considerations

71. A key aim of the SPF is to support enterprises to reduce their carbon emissions. Although this will primarily be delivered via the Green Programme, the Start-Up and Growth programmes will also include performance measures around carbon reduction. Providers were required to set their own measures and targets in relation to environmental impact.
72. Trampoline will deliver ethical business & leadership masterclasses including topics such as the benefits of using local suppliers and sustainable materials. Hatch will integrate a Sustainability Toolkit into the SPF cohorts to support enterprises to build strategies to reduce their environmental impact.
73. Additional environmental measures such as the number of enterprises supported operating in the green sector will be discussed on contract award.
74. Much of the enterprise support will be delivered online, or at community hubs, reducing the need for clients to travel.

Market considerations

75. Trampoline and Hatch are both SMEs with a strong local presence, with Trampoline being a Black women-led micro CIC. Awarding to these providers will help build capacity in small, local providers and keep the council's funds within the local community.

Staffing implications

76. There are no direct staffing implications. Quarterly monitoring meetings and all other contract management meetings/ work will be undertaken by the Local Economy Team's lead officer for the contract or a delegated officer as appropriate within existing staffing.

Financial implications

77. A contract of up to £300,000 will be awarded for the Start-Up Programme, and a contract of up to £550,000 will be awarded for the Growth Programme. Both programmes will deliver from June 2022 to June 2026. All values of exclusive of VAT.
78. Both programmes also have a grants budget: £115,000 for the Start-Up Programme and £185,000 for the Growth Programme. However, the council will be the grant budget holder and administer the grant payments. The enterprise support providers will take responsibility for assessing the

enterprises' needs and will recommend to the council whether a grant award would be justified.

79. In June 2019 Cabinet approved the establishment of the SPF including the resources to commission a business support provider. Since the SPF was reinstated, the Cabinet Member for Jobs, Business and Town Centres approved the updated delivery strategy and redistribution of funds via an IDM report in February 2022.

80. It is expected that approximately 240 enterprises will be supported by the Start-Up Programme and 248 by the Growth Programme.

Legal implications

81. Please see concurrent from the Director of Law and Governance.

Consultation

82. Since its inception in 2019, a considerable amount of consultation and research has been undertaken to help develop the model of the fund and the specification and procurement strategy for the enterprise support.

83. During the initial development of the fund, a number of enterprise support providers were consulted as part of an advisory group. Soft market testing informed the original enterprise support specification and this learning was carried forward to inform the specifications for the current Start-Up and Growth programmes. Further soft market testing has been undertaken to inform the development of the current specifications to ensure that the services continue to be relevant and meet the needs of enterprises in the current economic climate. It also helped develop suitable measures of success, realistic targets and provided up to date costs.

84. Findings from research and consultation with local enterprises have also been taken into account. Recommendations from a business survey conducted by an independent research organisation in autumn 2020, after the first national lockdown, have shaped the design of the fund. Additionally, a survey went out to over 11,000 businesses signed up to the council's business mailing list to inform the development of a comparable business support service. 367 responses were received which gave us an understanding of what types and topics of support are most relevant to local enterprises.

85. The views of participants of the Start-up in London Libraries (SiLL) programme were sought via an online survey, specifically to gain insight into any lessons learned so that these could be incorporated into the Start-Up programme which will replace SiLL. Although the response rate was not high, the comments received were very useful and have helped shape the specification.

86. Additionally, in an effort to delve deeper into what we can do to ensure the services are accessible as possible, an online engagement forum was trialled. The forum asked more specific, open questions with the aim of gaining more detailed answers and inviting a more in depth conversation with people from the target demographics. It was promoted to enterprises, utilising networks expanded through the Southwark Stands Together programme. Some ideas presented on the forum received some feedback and support, however unfortunately the response rate was not very high.
87. Research and consultation from the early development of the SPF during 2018-19 has also been included in the redevelopment of the fund. For example, views from the original SPF advisory group, a needs analysis undertaken by the Young Foundation and the results from a survey to businesses via the Consultation Hub.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (CE22/013)

88. This report is requesting the Director of Strategy and Economy to approve the award of the Southwark Pioneers Fund (SPF) Start-Up contract to Trampoline NH CIC for the maximum value of £300,000 (as further detailed in paragraph 77) for a maximum period of four years commencing July 2022.
89. This report is also requesting the Director of Strategy and Economy to approve the award of the Southwark Pioneers Fund Growth contract to Hatch Enterprise for the maximum value of £550,000 (as further detailed in paragraph 77) for a maximum period of four years commencing July 2022.
90. The strategic director of finance and governance notes that the total value of the recommendations of this report will be contained within the £1.95m of Southwark Pioneers Fund.
91. It is noted that all staffing and other costs connected with this report will be contained within existing departmental revenue budgets.

Head of Procurement

92. This report seeks the approval of the Director of Strategy and Economy for the award of the Southwark Pioneers Fund (SPF) Start-Up contract to Trampoline NH CIC for the maximum value of £300,000. This is further detailed in paragraph 77. The contract is for a maximum period of four years, commencing in July 2022.
93. The report seeks the approval of the Director of Strategy and Economy for the award of the Southwark Pioneers Fund Growth contract to Hatch Enterprise. The maximum value of £550,000, as further detailed in paragraph 77 for a maximum period of four years, commencing in July 2022.

94. The report details the procurement process and evaluation which are set out in paragraphs 21-45.
95. The plans for the management and monitoring of the contract are set out in paragraph 47-52. Paragraph 66 confirms that the contracts will both pay London Living Wage.
96. The Community Impact, Equalities, Health and Climate Change Impact Statements are set out in paragraphs 52-61 of the report.

Director of Law and Governance

97. This report seeks the approval of the Director of Strategy and Economy to the award of the SPF contracts for Start-up and Growth to Trampoline and Hatch Enterprise respectively, as further detailed in paragraphs 1 and 2. By virtue of contract standing order 6.5.2(f) these decisions may be taken by the relevant Chief Officer, or under her delegated authority after consideration of the report by DCRB.
98. As noted in the Gateway 1 report, the nature and value of these services are such that they are subject to the light touch regime (LTR) tendering requirements of the Public Contract Regulations 2015 (PCR 2015). Paragraph 21 confirms that an open tender process was undertaken (which was advertised through the Find a Tender Service) satisfying the PCR 2015 requirements. Using the evaluation methodology set out in the invitation to tender, the council has identified Trampoline as having submitted the most economically advantageous tender for the Start-Up, and Hatch Enterprise for the Growth procurement and they are therefore recommended for award of those contracts.
99. The Director's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Director is specifically referred to the community, equalities (including socio-economic) and health impacts at paragraphs 52-61 setting out the consideration that has been given to equalities issues which should be considered when approving these awards.
100. Contract Standing order 2.3 requires that no steps are taken to award a contract unless the expenditure involved has been included in approved estimates, or is otherwise approved by the council. Paragraphs 77-80 confirm the financial implications of these awards.

PART A – TO BE COMPLETED FOR ALL DELEGATED DECISIONS

Under the powers delegated to me in accordance with the council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report (and as otherwise recorded in Part B below).

Signature

Date.....

Designation

PART B – TO BE COMPLETED BY THE DECISION TAKER FOR:

- 1) All key decisions taken by officers
- 2) Any non-key decisions that are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available (see 'FOR DELEGATED DECISIONS' section of the guidance).

1. DECISION(S)
As set out in the recommendations of the report.
2. REASONS FOR DECISION
As set out in the report.
3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED BY THE OFFICER WHEN MAKING THE DECISION
Not applicable.
4. ANY CONFLICT OF INTEREST DECLARED BY ANY CABINET MEMBER WHO IS CONSULTED BY THE OFFICER WHICH RELATES TO THIS DECISION
None.

5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST

If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.

N/A

6. DECLARATION ON CONFLICTS OF INTERESTS

I declare that I was informed of no conflicts of interests.

7. CONSIDERATION GIVEN TO WHETHER, AS A NON-KEY DECISION, THIS SHOULD BE FORWARDED TO THE CONSTITUTIONAL TEAM FOR PUBLICATION IN ACCORDANCE WITH REGULATION 13(4)*

The decision taker should consider whether although a non-key decision, the decision is sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available. Where there is any doubt, having considered the importance and/or sensitivity of a decision, it should be deemed that Regulation 13(4) would apply.

I do not consider that the decision be made available for publication under Regulation 13(4).*

* Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the council is required to put in place a scheme for recording and publishing some officer executive decisions. This process is sometimes referred to as "Regulation 13(4)".

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Title of document(s) Southwark Pioneers Fund: Establishment	Title of department / unit Address Local Economy Team	Name Phone number Libby Dunstan Libby.dunstan@southwark.gov.uk
Link: (Insert hyperlink here) https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6413&Ver=4		
Title of document(s)	Title of department / unit address	Name Phone number
Link: (Insert hyperlink here)		

APPENDICES

No	Title
Appendix 1	IDM – Southwark Pioneers Fund Delivery Strategy
Appendix 2	Gateway 1: Southwark Pioneers Fund
Appendix 3	Insert title of document
Appendix 4	Insert title of document
Appendix 5	Insert title of document
Appendix 6	Insert title of document

AUDIT TRAIL

Lead Officer	Only nominated Lead Officers who have been specifically authorised by the chief officer are able to sign off reports as complete and ready for circulation
Report Author	This is the person who wrote the report and co-ordinated any comments from other departments or individuals.
Version	Indicate whether it is the draft or final/complete version of the report.
Dated	It is important that each version of a report circulated is clearly dated to avoid confusion for colleagues as to which version is the most current, e.g. 5 July 2020
Key Decision?	Yes/No
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER	

Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Governance	Yes	Yes
Director of Exchequer (for housing contracts only)	No	No
Cabinet Member	Yes	No
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	No	No
Cabinet	No	No
Date final report sent to Constitutional/Community Council/Scrutiny Team		N/A

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