

# Public Document Pack

## Children and Young People Select Committee Agenda

Wednesday, 12 October 2016

**7.00 pm,**

Committee Room 4

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood (Tel: 020 8314 9446)

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### Part 1

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# Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 12 October 2016.

Barry Quirk, Chief Executive  
Tuesday, 4 October 2016

Councillor Hilary Moore (Chair) Councillor Luke Sorba (Vice-Chair) Councillor Chris Barnham Councillor Andre Bourne Councillor David Britton Councillor Simon Hooks Councillor Liz Johnston-Franklin Councillor Helen Klier Councillor Jacq Paschoud Councillor Alan Till Sharon Archibald (Parent Governor Representative) Mark Saunders (Parent Governor Representative) Gail Exon Monsignor N Rothern Kevin Mantle (Parent Governor Representative) Councillor Alan Hall (ex-Officio) Councillor Gareth Siddorn (ex-Officio)	Church Representative Church Representative
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## MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Wednesday, 14 September 2016 at 7.00 pm

PRESENT: Councillors Hilary Moore (Chair), Luke Sorba (Vice-Chair), Chris Barnham, Andre Bourne, David Britton, Simon Hooks, Liz Johnston-Franklin, Helen Klier, Jacq Paschoud, Alan Till, Sharon Archibald (Parent Governor Representative) and Monsignor N Rothern (Church Representative) and Alan Hall

APOLOGIES: Mark Saunders, Gail Exon and Kevin Mantle

ALSO PRESENT: Councillor Jonathan Slater, Elizabeth Adewale (Young Advisor), David Austin (Head of Corporate Resources), Malcolm Ball (Advisor to the Young Mayor), Katy Brown (Advisor to the Young Mayor), Stephen Kitchman (Director of Children's Social Care), Kris Thomas (Young Advisor), Warwick Tomsett (Head of Targeted Services and Joint Commissioning), Sara Williams (Executive Director, Children and Young People) and Katie Wood (Scrutiny Manager)

### 1. Minutes of the meeting held on 13 July 2016

#### 1.1 RESOLVED:

That the minutes of the meeting held on 13 July 2016 be agreed as an accurate record of proceedings and the Chair be authorised to sign them.

### 2. Declarations of interest

There were no declarations of interest.

### 3. Lewisham Future Programme

3.1 David Austin, Head of Corporate Resources gave an introduction to the Committee on the current financial situation outlining that the current 2016/17 General Fund budget was £236 million and there was a need for an additional £45 million ongoing savings in the next three years. This brought the total savings from 2010 to 2020 to £200 million. Additional appendices relating to savings proposal Q7 were handed round, a copy of which would be interleaved with the agenda. Following questions and challenge by members of the Committee, the following key points were highlighted:

- The reasons the savings listed in section Q "Early Intervention and Safeguarding" were focussed on 2017/18 was that it was important to thoroughly understand the effect of the 2017/18 savings before committing to future years.

- Children's and Adult's Social Care made up over 60% of the Council's spend.

3.2 Sara Williams, Executive Director, Children and Young People, addressed the Committee. In her introduction and following questions and challenge from members of the Committee, the following key points were highlighted:

- It had been nearly one year since the Ofsted review of Children's Social Care and there had been a wide range of service improvement work being undertaken.
- Making better use of budgets and more effective use of resources was a priority to improve and protect services to young people and families.
- The changes in service delivery were emulating models that were successful in other local authorities.

3.3 Stephen Kitchman, Director, Children's Social Care presented savings proposals Q6a-f to the Committee. During his introduction and following questions and challenge from members of the Committee, the following key points were highlighted:

- There had been a strategic project to deliver savings and good outcomes for Care Leavers. There had previously been a reliance on expensive private housing providers and the proposal would develop an improved and cheaper in-house option by working with the colleagues in the Housing Team.
- The proposals would not have a negative impact on the protection of children, any effects would be neutral or positive.
- By working with young people at an earlier stage and before the age of 18, they could ensure every young person accessed housing benefit.

3.4 Warwick Tomsett, Head of Targeted Services and Joint Commissioning presented savings proposals Q7a and b. Councillor Jonathan Slater was also in attendance for this item in his capacity as Mental Health Champion. Following question and Challenge from members of the Committee the following key points were highlighted:

- The total funding for the Child and Adolescent Mental Health Service (CAMHS) in Lewisham was £4.2 million, of which the Local Authority's contribution was just over £1 million.
- By implementing the CAPA (Choice and Partnership Approach) model and ensuring a blended approach with early intervention support, access pathways would be improved and need considered at an earlier stage allowing young people to better access alternative sources of help. As much of the caseload previously did not meet thresholds for support the new model would represent an improvement for many people.

- Funding from the Pupil Premium Grant could be threatened in the future and it was therefore important to consider alternative options if this happened.

3.5 Stephen Kitchman presented savings proposal Q8 to the Committee. Following questions and challenge by members of the Committee, the following key points were highlighted:

- Section 7 of proposal Q8 listed the level of impact on corporate priorities as “neutral”. This should be amended to low to better reflect the proposal.
- The focus on increasing in-house capacity was welcomed. It could be useful to look at other local authorities who had done similar schemes and learn from their experiences. In particular a scheme where the Royal Borough of Greenwich had worked with Charlton Football Club was mentioned.
- The Fostering Strategy would go to the Children and Young People Select Committee for scrutiny once developed, prior to going to Mayor and Cabinet.

3.6 Stephen Kitchman presented savings proposal Q9 to the Committee. Following questions and challenge by members of the Committee, the following key points were highlighted:

- Improving the Family Intervention Project to provide a service more targeted at the most vulnerable groups including young people on the edge of care would produce positive outcomes for the most vulnerable young people and reduce the numbers of young people in care.

3.7 Stephen Kitchman presented savings proposal Q10 to the Committee. Following questions and challenge by members of the Committee, the following key points were highlighted:

- Enhanced Family Finding services were already being implemented at many other local authorities and had been shown to be very successful at finding timely well-matched placements.

3.8 Stephen Kitchman presented savings proposal Q11a and Q11b to the Committee. Following questions and challenge by members of the Committee, the following key points were highlighted:

- Volumes of work of social workers would be closely monitored to ensure that the proposals did not have negative impacts.
- Family assessments were increasingly being carried out by social workers in other boroughs which reflected the courts reduction in requirements for external experts and increasingly seeing the social worker as the expert.
- Recruitment and retention of social workers was a priority and part of the workforce development strategy.

### 3.9 **RESOLVED:**

The Committee resolved to advise the Public Accounts Select Committee of the following responses to the following savings proposals:

#### **Q6a-f: Developing Alternative Pathways**

The Committee noted the savings and requested that should they be agreed by the Mayor and Cabinet, the Children and Young People Select Committee should receive feedback on progress post implementation so that the effect could be monitored and tracked.

#### **Q7a and b: Redesign of Lewisham CAMHS**

The Committee noted the savings but were concerned about the potential for negative impact on young people. The Committee requested that should these savings be agreed by the Mayor and Cabinet, the Children and Young People Select Committee should receive feedback on progress post implementation so that the effect could be monitored and tracked and any negative impacts could be mitigated.

#### **Q8: Develop in-house fostering and specialist carers.**

The Committee felt this proposal was positive and the initiative delivered an improvements to services as well as savings.

#### **Q9: Enhance support for children on the edge of care.**

The Committee felt this proposal was positive and the initiative would deliver an improvement to service as well as savings. The Committee requested that should this saving be agreed by the Mayor and Cabinet, the Children and Young People Select Committee should receive feedback on progress post implementation so that the effect could be monitored and tracked.

#### **Q10: Enhance family finding capacity for step down.**

The Committee noted the savings and requested that should this saving be agreed by the Mayor and Cabinet, the Children and Young People Select Committee should receive feedback on progress post implementation so that the effect could be monitored and tracked.

#### **Q11a and b: Redesign of Meliot Centre**

The Committee was concerned regarding the potential effects of changing staffing structures and requested that should this proposal be agreed by Mayor and Cabinet, the full report for Mayor and Cabinet on the proposed service change be provided to the Children and Young People Select Committee for scrutiny prior to it going to Mayor and Cabinet.

## 4. Public Health Savings

4.1 Warwick Tomsett, Head of Targeted Services and Joint Commissioning, introduced the report to the Committee. Catherine Bunten, Commissioning Manager, was also in attendance. A response to the consultation from the CCG was handed round, a copy of which would be interleaved with the agenda. In response to questions and challenge from members of the Committee, the following key points were highlighted:

- The savings to school age nursing and health visiting formed part of the £4.7 million required savings from the Public Health budget.
- Consultation results had shown a positive response to increasing links and joint working between children's centres and health visiting although concerns were raised regarding potential duplication of work.
- The proposals for health visiting and school nursing would maintain support for the most vulnerable.
- The changes to school nursing would not mean less hours in schools overall but would change the skills mix of those that delivered information. Some services would be delivered by other practitioners.
- The issues raised by the Young Advisors regarding access to Sex and Relationship Education would not be affected by the proposed changes to school age nursing, as this was not currently carried out by the school nursing service but by the schools themselves who maintained the statutory responsibility.

### **Standing orders were suspended at 9.26pm**

#### 4.2 **RESOLVED:**

The Committee resolved to recommend the following to the Mayor and Cabinet:

- 1) That additional information should be provided to demonstrate how any potential negative effects from changes to mandatory checks would be mitigated.
- 2) That additional information be provided to the Children and Young People Select Committee on the proposed role of the school health service and the development of the teenage health service, as the service is developed.
- 3) That the Mayor and Cabinet should receive a response from officers to the letter from the CCG dated 14<sup>th</sup> September and handed round at CYP Select Committee, prior to making their decision on the Public Health Savings Proposals.

## 5. Select Committee Work Programme

5.1 Cllr Hilary Moore, Chair of the Children and Young People Select Committee, introduced the item and invited young advisors Elizabeth

Adewale and Kris Thomas to address the Committee. In the discussion that followed, the following key points were highlighted:

- The review could consider after school provision in year 7 as this could be a challenge for some pupils and very different from their previous experiences in primary.
- It could be useful to look at all through schools and their experiences and challenges with transition from Key Stage 2 to Key Stage 3.
- The Young Advisors had discussed transition at their last meeting. Comments had included that they felt taster sessions of lessons had been really helpful. Getting to know new peers was also very important and could feel very daunting particularly for pupils who didn't have many people they had previously known.
- The review could include considering transition for pupils with additional needs and look at the particular challenges faced by these groups.

5.2 Councillors Sorba, Till and Paschoud had recently been on a visit to Kaleidoscope, Lewisham Centre for Children and Young People. They had met frontline staff and looked at the services offered. They reported that they were impressed with the commitment and focus by staff and the child-centred approach. They particularly wanted to raise the issue of recruitment and retention of social workers and whether more could be done to incentivise working for Lewisham.

5.3 **RESOLVED:**

- 1) That the report be noted.
- 2) That Young Advisors Elizabeth Adewale and Kris Thomas be thanked for attending the meeting.
- 3) That comments made regarding the committee's proposed review on the transition from primary to secondary school, be fed into the scoping paper which would be presented to the Committee at its next meeting.

**6. Referrals to Mayor and Cabinet**

6.1 **RESOLVED:**

A referral to the Public Accounts Select Committee was made under item 3 Lewisham Future Programme. Please see the details as listed under the decision for that item.

A referral to Mayor and Cabinet was made under item 4 Public Health Savings. Please see the details as listed under the decision for that item.

The meeting ended at 9.40 pm

Chair:

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Date:

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# Agenda Item 2

<b>Committee</b>	Children and Young People Select Committee	<b>Item No.</b>	2
<b>Title</b>	Declarations of Interest		
<b>Wards</b>			
<b>Contributors</b>	Chief Executive		
<b>Class</b>	Part 1	<b>Date</b>	12 October 2016

## Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

### 1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct :-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

### 2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person\* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person\* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person\* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
  - (a) that body to the member's knowledge has a place of business or land in the borough; and

- (b) either
- (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
  - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

\*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

### (3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

### (4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

### (5) Declaration and Impact of interest on member's participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the

meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

## **(6) Sensitive information**

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

## **(7) Exempt categories**

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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# Agenda Item 3

Children & Young People Select Committee		
<b>Report Title</b>	Response from Mayor and Cabinet to matters referred by the Select Committee - Information Advice and Guidance in Schools	
<b>Key Decision</b>	No	Item No 3
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Resources (Head of Business & Committee)	
<b>Class</b>	Part 1	Date: 12 October 2016

## 1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following the discussions held on Information Advice and Guidance in Schools which the Select Committee considered at a meeting on June 8 2016.

## 2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on June 8 2016.

## 3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of Information Advice and Guidance in Schools.

## 4. Background

4.1 The Mayor considered the attached report entitled "Information Advice and Guidance in Schools Response to CYP Select Committee" at the Mayor & Cabinet meeting held on September 28 2016.

## 5. Mayoral Response

5.1 The Mayor received an officer report and a presentation from the Cabinet Member for Children & Young People.

5.2 The Mayor resolved that the attached response be submitted to the Select Committee.

## **BACKGROUND PAPERS**

Mayor & Cabinet minutes September 28 2016

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327



<b>Mayor and Cabinet</b>			
<b>Title</b>	Information Advice and Guidance in Schools Responso to CYP Select Committee	<b>Item No</b>	3
<b>Contributors</b>	Sara Williams – Executive Director for Children and Young People		
<b>Class</b>	Part 1	<b>Date</b>	September 2016

## **1. Purpose of paper**

- 1.1 As part of its work programme the CYP Select Committee undertook an in-depth review into independent advice and guidance (IAG) in Lewisham secondary schools.
- 1.2 This paper summarises the recommendations from the review and provides an initial response from the Children and Young People Directorate for the Mayor to note.

## **2. Context and background**

- 2.1 The CYP Select Committee consulted with Young Advisors through the Lewisham Young Mayor programme and heard from young people about their concerns on the quality and amount of guidance and support they and their peers had received in relation to careers education at Key Stages 4 and 5 as well as for higher education. These concerns, and a number of recent legislative changes, meant that reviewing careers information, advice and guidance was particularly relevant at this time.
- 2.2 The review investigated the current situation in Lewisham including providing analysis of the statistics around those young people not in education, employment or training (NEET) and destination data of school leavers. It also had a strong emphasis on good practice looking closely at the London Ambitions Framework and also drawing on the evidence in the Gatsby report and from practitioners within Lewisham and other local authorities. There was also a strong focus on those young people who are most vulnerable such as looked after children and care leavers.
- 2.3 The review focussed its recommendations on areas where the local authority retains the statutory responsibility and where the local authority can provide support and guidance to support improvements in schools and educational setting across Lewisham. Every young person in Lewisham should receive one to one guidance and have as much exposure to the world of work as possible and that there should be as comprehensive as possible support to all vulnerable young people.

## **3. Recommendation**

- 3.1 The Mayor is recommended to note and endorse the report for submission to the Select Committee.

## **4. Recommendations and responses**

### **4.1 Recommendation 1**

*That LB Lewisham supports schools and careers advisors across the borough to identify and use up to date labour market information to ensure they are providing the best Careers Information, Advice and Guidance (CIAG) to young people and that there is an emphasis on one to one sessions wherever possible.*

#### **4.1.1 Response 1**

The Lewisham IAG, Employability and Skills Framework is a centrally coordinated and brokered information, advice and guidance programme, including the coordination of post-16 pathways, including traineeship and apprenticeship awareness to all Lewisham secondary schools. This Framework is delivered by the Lewisham Education Business Partnership which is part of the Access, Inclusion and Participation Service in the CYP Directorate.

#### **4.1.2 The aim of the framework is to:**

- provide links labour market intelligence from sources such as Jobcentre Plus, London Councils or the Greater London Authority;
- improve borough wide awareness of post-16 employment pathways including traineeships and apprenticeships;
- provide access to traineeship and apprenticeship ambassadors for Lewisham schools; and
- offer post-16 events, assemblies, one-to-one advice and guidance, parents evenings and employer talks.

#### **4.1.3 The programme engages fully trained careers guidance practitioners to deliver the Lewisham provision, working towards the guidelines and specification set at all times. The programme offers:**

- One-to-one interviews and small group advice and guidance sessions;
- attendance at option evenings and parents evenings;
- action plans and on-going programme of support targeted at young people identified at risk of NEET, or not making a post-16 transition;
- support with post-16 applications;
- in-school support on GCSE/results days;
- support schools in their broader careers education activities;
- facilitate school and borough wide careers events, industry days, progression; apprenticeships or HE events;
- employer talks, careers fairs, motivational speakers, college and university visits, coaches and mentors; and
- a centrally organised borough wide Post-16 Opportunities event. With all local schools and colleges available to promote their post-16 provision at a neutral venue.

#### **4.1.4 Currently five Lewisham education institutions buy this traded service and they are Bonus Pastor Catholic College, Conisborough School, Sydenham School, Trinity School and Sedgehill School. Abbey Manor College and the Lewisham Young Women's Project also buy the service.**

#### **4.2 Recommendation 2**

*That LB Lewisham ensure that governor training highlights the recommendation from the Gatsby Report for each school to have one governor with oversight of CIAG and that this is included in the annual governor training programme.*

#### 4.2.1 **Response 2**

This is already included in the annual governor training programme.

#### 4.3 **Recommendation 3**

*That LB Lewisham ensure Looked After Children not educated in Lewisham get as good CIAG offer as those that are, including 100 hours of experience of the world of work. Further, that there is an increased focus on partnership working with other local authorities and providers to enable this outcome.*

#### 4.3.1 **Response 3**

Every child in care to Lewisham regardless of their place of residence is managed by a key professional in the Lewisham Virtual School who is responsible for all of their education outcomes. The service does not differentiate between expected learner outcomes on the basis of their place of residence.

Whilst there maybe logistical difficulties in relation to geography or placement type the Lewisham Virtual School Post-16 Coordinator would expect the target of 100 hours to apply to all of our young people using local partnerships where appropriate.

#### 4.4 **Recommendation 4**

*That the focus on tracking, supporting and monitoring NEETS (young people not in education, employment, or training) is maintained and that tracking and monitoring of 'unknowns' is improved. LB Lewisham should continue to look at good practice to ensure the numbers and percentage of both NEETS and unknowns are reduced.*

#### 4.4.1 **Response 4**

The Raising the Participation Age (RPA) means that all young people are under a duty to participate in education or training until the end of the academic year in which they turn 18 years old.

#### 4.4.2 Local authorities have responsibilities to support young people into education or training, which are set out in the following duties to:

- Make available to young people below the age of 19 support that will encourage, enable or assist them to participate in education or training<sup>1</sup>.
- to promote the effective participation of young people in education, employment or training<sup>2</sup>; and
- to make arrangements to establish the identities of those not participating and who are failing to fulfil the duty to participate in education or training<sup>3</sup>.

#### 4.4.3 The local authority will continue to track the participation of young people in education and training, and ensure that young people who are not in education, employment or training (NEET) are supported to participate.

#### 4.4.4 However, on 8<sup>th</sup> July 2016, the Department for Education (DfE) announced it would reduce the requirement on local authorities to track, record and report education training and employment activities of young people.

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<sup>1</sup> Section 68 Education and Skills Act 2008

<sup>2</sup> Section 10 ESA 2008

<sup>3</sup> Section 12 ESA 2008

At present, local authorities are required to track young people up to their 20<sup>th</sup> birthday. So that those who are NEET – or at risk of not participating – can be identified and supported. The change ends tracking earlier: at the end of the academic year in which the young person has their 18<sup>th</sup> birthday. This brings tracking and reporting more in line with the duty to participate under the Raising of the Participation Age. There is no change to track young people with special education needs or disabilities (SEND) up to their 25<sup>th</sup> birthday.

4.4.5 To encourage the Raising of the Participation Age the Lewisham NEET Tracking Team and the Baseline key work (one-to-one youth work) service have supported Lewisham young people who are at risk of not being in Education, Employment or Training (NEET) or NEET.

However the keywork element of the Youth Service which was delivered through Baseline is no longer being provided in the same form. The team has been divided up between Lewisham Children’s Social Care and the new **Participation Team** (previously the NEET Tracking Team).

The Participation Team takes referrals relating to young people aged 16-19 (up to 25 for those who have learning difficulties and disabilities) who are:

- At risk of Not being in Education, Employment or Training (NEET); or
- NEET

The Team focuses in particular on teenage mothers, young carers, young offenders, young people with substance misuse, young people with learning difficulties and/or disabilities and care leavers.

4.4.6 **NEETS (Year 12-14):** (15Billion, London Councils and DfE published data: NCCIS Management Information requirement<sup>4</sup>)

	<b>Cohort size</b>	<b>Lewisham NEET adjusted</b>	<b>London average</b>	<b>England average</b>
<b>End August 2013</b>	<b>9007</b>	<b>4.2% (355 YP)</b>	<b>4.8%</b>	<b>6.6%</b>
<b>End August 2014</b>	<b>9,514</b>	<b>4.7% (417 YP)</b>	<b>5.7%</b>	<b>7.2%</b>
<b>End August 2015</b>	<b>9,007</b>	<b>4.6% (387 YP)</b>	<b>5.3%</b>	<b>6.4%</b>
<b>End Aug 2016</b>	<b>8,888</b>	<b>4.3 (355 YP)</b>	<b>Not available</b>	<b>Not available</b>

<sup>4</sup> The Department publishes a range of information on young people NEET: Information on the number and proportion of young people NEET in each local area drawn from the client databases maintained by local authorities. An annual estimate, based on average figures for November to January each year, is available. The statistical first release: Participation in education, training and employment by 16- to 18-year-olds in England is published each June. This is a publication of the official statistics, which draws together information from a range of sources to estimate the number and proportion of young people in England who are NEET.

#### 4.4.7 NEET Breakdown by years, August 2016:

Year 12	Year 13	Year 14
2% (57)	4.2% (117)	26.6% (181)

#### 4.4.8 Unknowns: At the end of August 2015: 835 YP and 9.3%.

	16-19 Unknowns	Year 12 Unknowns	Year 13 Unknowns	Year 14 Unknowns	Statistical Neighbours (16-18)	London Average (16-18)	England Average (16-18)
Aug 2014	8.8% (838)	0.7% (62)	1.2% (91)	6.9% (685)	15.3%	11.8%	19.3%
Aug 2015	9.3% (835)	0.4% (36)	1.3% (120)	7% (689)	53.1%	34.2%	24.2%
Aug 2016	9.1% (808)	2.1% (61)	6.4% (188)	8.2% (559)	Not available	Not available	Not available

4.4.9 In England local authorities are currently tracking the activity of approximately 600,000 18 year olds in order to identify 35,000 who are NEET. Local authorities are only able to identify 35,000 of the 81,000 who we know from official statistics to be NEET despite the considerable resources currently dedicated to this work.

Furthermore, contact will have been made with 18 year olds in England who are NEET because they will receive support from Jobcentre Plus or other specialists.

4.4.10 Currently, through a collaborative approach, there is the infrastructure in place to deliver the RPA statutory duties, including targeted support with:

- support from Lewisham schools and post-16 providers;
- effective engagement with the DWP / JCP reengagement keywork programme;
- 14-19 team resource to track and monitor NEET young people and their outcomes and destinations;
- Youth Support Service keyworker support;
- the Lewisham NEET Traineeship; and
- a range of private and voluntary sector organisation programmes.

#### 4.5 Recommendation 5

*The Committee notes that apprenticeships and traineeships are not uniform in quality and recommends that support should be put in place to help young people assess the quality and relevance of potential apprenticeships and traineeships. For example the use of the National Apprenticeship Framework 'kite mark' system. Advisors should be receiving training and guidance as to how to support young people to gauge the relevance and quality of potential offers.*

#### 4.5.1 Response 5

The National Apprenticeship Service (NAS) focuses on increasing the number of apprentices and trainees in England. NAS works with employers to help them introduce apprentices and trainees into their businesses, helps those looking to start their careers find an apprenticeship or traineeship opportunity and contribute towards the costs of the training and qualifications. NAS engages with a wide range of partners to help design and ensure the standards for the frameworks for apprentices and trainees, and implement all Government policies aimed at improving the quality and quantity of apprenticeships and traineeships. All apprenticeships and traineeships advertised through the NAS website meet the national quality standard.

4.5.2 The Lewisham IAG, Employability and Skills Framework provides traineeship and apprenticeship awareness to all Lewisham secondary schools. This would include the importance of quality apprenticeships and traineeships and how to apply for roles on the NAS website. The information available to young people focusses on how to apply for a quality apprenticeship or traineeship. Schools are encouraged to direct young people to the NAS website. The framework also offers:

- Awareness of post-16 employment pathways including traineeships and apprenticeships; and
- provide access to traineeship and apprenticeship ambassadors for Lewisham schools.

4.5.3 Each year at the annual Lewisham IAG Conference there is a universal session for all Lewisham Careers Coordinators and Advisors providing an update on 'Apprenticeships and Traineeships'. This session is often delivered by NAS or a GOV.UK representative, members of the Lewisham Apprenticeship Programme and the Lewisham EBP Manager. On average 70 delegates from Lewisham schools attend the conference.

4.5.4 The Lewisham Apprenticeship programme encourages Lewisham young people to apply for quality roles through the local authority scheme and supports the interview and application process. The local authority continue to provide support to the Apprentices during their programme this includes developing skills in time management, financial awareness, resilience etc. Every apprentice has access to a mentor in addition to their college tutors and line managers. The council facilitates a monthly Apprenticeship Forum to allow apprentices to meet and discuss matters of interest, as well as find out what is happening across the programme. It is expected that most quality apprenticeship programmes would offer some of this support.

#### 4.6 **Recommendation 6**

*That traineeships, apprenticeships and alternative education routes be understood and promoted as equally valid progression routes as Higher Education and degrees.*

##### 4.6.1 **Response 6**

The Education Act 2011<sup>5</sup> requires governing bodies to ensure that all registered learners at the school are provided with independent careers guidance from year 8 (12-13 year olds) to year 13 (17-18 year olds). The governing body must ensure that the independent careers guidance provided:

- Is presented in an impartial manner.
- Includes information on the range of education or training options, including Apprenticeships and other vocational pathways.
- Is guidance that the person giving it considers will promote the best interests of the learners to whom it is given.

4.6.2 The Lewisham IAG, Employability and Skills Framework provides awareness of post-16 employment pathways including traineeships and apprenticeships as an alternative to higher education progression routes. This includes access to traineeship and apprenticeship ambassadors for Lewisham schools.

#### **4.7 Recommendation 7**

<sup>5</sup> [http://www.legislation.gov.uk/ukpga/2011/21/pdfs/ukpga\\_20110021\\_en.pdf](http://www.legislation.gov.uk/ukpga/2011/21/pdfs/ukpga_20110021_en.pdf)

*That the LB Lewisham Participation Team continue to support schools to improve their careers offer and emulate good practice both through the peer review on careers provision and through the careers guidance network and forum and the positive relationships these have fostered.*

#### **4.7.1 Response 7**

The Careers Guidance Peer Reviews 2014 / 2016 supported senior leaders in Lewisham secondary schools (including special schools and PRUs) to meet their statutory responsibilities and to further develop the of quality advice and guidance so that it would be truly independent, impartial and inspirational.

4.7.2 The individual Peer Reviews were carried out by local authority officers and practitioners from schools. This consisted of a checklist of the key elements of the statutory guidance. Providers were asked to provide notes on how they are meeting that guidance.

4.7.3 Each school was provided with a report of the visit which included agreed strengths and aspects of careers guidance that were particularly noteworthy, together with areas for improvement and actions to be taken.

4.7.4 As this is not part of a statutory duty for the local authority, to enable the Participation Team to continue the Peer Review framework in 2016/17, as part of the Lewisham IAG, Employability and Skills Framework, it will be offered to Lewisham schools as a traded service.

#### **4.8 Recommendation 8**

*That the planning policy on targets for numbers of apprenticeships as part of large developments should be monitored and the impact measured to ensure developers are meeting their obligations.*

4.8.1 Local labour obligations are included in Section 106 agreements on all large developments. The obligations generally, are reasonable endeavours to achieving eve 50% local labour and local businesses. Apprenticeship can be a part of this activity; however, the local authority do not set specific targets.

All projects are required to submit monthly monitoring reports which measures employment, skills and business social value outcomes. The reports are reviewed by the Local Labour and Business Team.

#### **4.9 Recommendation 9**

*Taking into account concerns raised by the Young Advisors, the Committee recommends that advisors, schools and other education settings should ensure they take into consideration young peoples' mental health and wellbeing when providing careers advice.*

#### **4.9.1 Response 9**

Lewisham local authority is looking at the elements of HeadStart approach that can be taken forward on the following:

How do I help myself? – developing our online support and offer.

Who is noticing me? – developing the workforce through MH FA training, and working with the Academic Resilience Approach.  
Who is holding my hand? – identifying and navigating the pathway into help and support for most vulnerable children.

Specifically for those offering careers advice – the [Academic Resilience Tools](#) on the young minds website are a really useful resource. As is the [MindEd FREE elearning](#) modules for anyone working with young people.

Specifically a recommendation for action would be that those offering careers advice to young people are expected to attend the accredited Mental Health First Aid Training for young People (part of the Public Health Training programme).

#### 4.10 **Recommendation 10**

*That LB Lewisham should put an increased focus on supporting young carers to access high quality careers information, advice and guidance. Statistically this group of young people are very much more likely to be not in education, employment or training or be “unknown”.*

##### 4.10.1 **Response 10**

In Lewisham, the local authority continues to support vulnerable young people which includes Looked after Children, Care Leavers, Teenage Pregnant, Teenage Parent, Refugee / Asylum seekers, Youth Offenders, LLDD, Substance Misuse and Young Carers.

#### 4.11 **Recommendation 11**

*Support should be put in place to ensure young people are apprenticeship/work or college ready. This should include skills such as time management, financial awareness, resilience, emotional support and understanding their rights and requirements. Further, a children’s rights officer should be appointed to work across the borough and support young people.*

##### 4.11.1 **Response 11**

The Lewisham Apprenticeship programme has been running since April 2009 and aims to create real and valuable training opportunities for 16 to 24 year olds that will enable them to build a career. So far the programme has placed 400 16 – 24 year olds into opportunities across the borough and been very successful; 75% of apprentices have entered jobs so far.

4.11.2 The local authority continue to provide support to the apprentices during their programme this includes developing skills in time management, financial awareness, resilience etc. Every apprentice has access to a mentor in addition to their college tutors and line managers. The council facilitates a monthly Apprenticeship forum to allow apprentices to meet and discuss matters of interest, as well as find out what is happening across the programme. It is expected that most quality apprenticeship programmes would offer some of this support.

4.11.3 The appointment of Children’s Rights Officer does not sit with current statutory duties in relation to the Raising of the Participation Age or Careers Education and would require an additional resource to be identified.



## **5. Further implications**

At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, this report will go to CYP Select Committee in October 2016 and at that point there maybe implications to consider, which will then be returned to Mayor and Cabinet.

For further information please contact Ruth Griffiths, Service Manager, Access, Inclusion and Participation on 020 8314 3499

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# Agenda Item 4

Children & Young People Select Committee		
<b>Report Title</b>	Response from Mayor and Cabinet to matters referred by the Select Committee - Public Health Savings Report	
<b>Key Decision</b>	No	Item No 4
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Resources (Head of Business & Committee)	
<b>Class</b>	Part 1	Date: 12 October 2016

## 1. Summary

This report informs members of the response given at Mayor and Cabinet to a referral in respect of recommendations to the Mayor following the discussions held on Public Health Savings which the Select Committee considered at a meeting on September 14 2016.

## 2. Purpose of the Report

To report to members the response given at Mayor and Cabinet to recommendations made by the Select Committee on September 14 2016.

## 3. Recommendation

The Select Committee is recommended to receive the Mayoral response to their consideration of Public Health Savings.

## 4. Background

- 4.1 The Mayor considered the attached report entitled “Comments of the Children and Young People Select Committee on Public Health Savings Report” at the Mayor & Cabinet meeting held on September 28 2016.

## 5. Mayoral Response

- 5.1 The Mayor received an officer report and presentations from the Cabinet Member for Health, Well Being & Older People, the Director of Public Health and by a representative of the Executive Director for Children & Young People.
- 5.2 The Mayor resolved that the attached response be submitted to the Select Committee.

## **BACKGROUND PAPERS**

Mayor & Cabinet minutes September 28 2016

If you have any queries on this report, please contact Kevin Flaherty, Head of Business & Committee, 0208 314 9327

<b>Mayor and Cabinet</b>		
<b>Title</b>	Comments of the Children and Young People Select Committee on Public Health Savings Report.	
<b>Contributor</b>	Children and Young People Select Committee	Item 4
<b>Class</b>	Part 1 (open)	28 September 2016

## 1. Summary

- 1.1 This report informs the Mayor and Cabinet of the comments and views of the Children and Young People Select Committee, arising from discussions held on the Public Health Savings report, considered at its meeting on 14 September 2016.

## 2. Recommendation

- 2.1 Mayor and Cabinet is recommended to note and respond to the views of the Children and Young People Select Committee as set out in this report.

## 3. Children and Young People Select Committee's views

- 3.1 On 14 September 2016, the Children and Young People Select Committee considered a report entitled Public Health Savings and discussed the proposals in relation to Health Visiting and School Aged Nursing.
- 3.2 The Committee resolved to recommend the following to the Mayor and Cabinet:
- **That additional information should be provided to demonstrate how any potential negative effects from changes to mandatory checks would be mitigated.**

### Response:

In Lewisham, Health visitors currently provide five mandatory health checks: in pregnancy; new birth visit, 6-8 weeks, 7-11 months; and 2-2½ years. These are carried out in the home as well as in health centres and children's centres.

The proposals maintain a universal service and all of these five mandatory checks. There are no proposals to change the way that these are delivered for vulnerable women who are on the health visitor targeted caseload. The way that women on the universal caseload access some of these checks may change.

The proposed changes are:

- *Pregnancy health check* – these will only be provided by health visitors for women identified as vulnerable by maternity services.

It is not anticipated that there will be any negative impact from this, currently only 13% of women in Lewisham have this check, all of whom are vulnerable women. Women who are identified as vulnerable by maternity services will

continue to be offered this check, and all other women will continue to have regular checks with midwifery and GPs.

- *Location of health checks* – for children identified as vulnerable, all of the health checks will continue to be delivered in the home. For children not identified as vulnerable, two of these checks – the 7-11 month review and the 2- 2½ years review - will be delivered in children’s centres and in groups. The new born visit and 6-8 weeks check will continue to be delivered in the home.

Feedback from parents through the consultation suggested that many parents, particularly those on the universal caseload, would welcome information and advice being offered in a different way, including group based settings as well as on-line and social media platforms.

Officers will continue to develop mitigation against any potential negative impact from the proposed changes to mandatory checks by:

- *Health visitor antenatal check*: we will agree a work plan with Lewisham’s maternity and health visiting services to develop a more integrated and collaborative approach to services, particularly around the antenatal pathway. Lewisham’s current maternity service has skilled midwives for dealing with vulnerable women and who coordinate with health visitors during the antenatal pathway. This pathway will be protected and improved.
- *Delivery of two of the five health checks in groups*: we will continue to work closely with health visitors, children’s centres and GPs on how this is developed, through the competitive dialogue process. We will continue to develop and refine the model for group settings – which will ensure there is access to privacy for individual discussions with Health Visitors and that there is a pathway for identifying children to a separate assessment and follow up with a health professional when this is required.
- Across all proposals, officers will continue their consultation and engagement of service users and staff, and across stakeholders including the CCG and providers, throughout the procurement process to understand the risks and mitigate them.
- **That additional information be provided to the Children and Young People Select Committee on the proposed role of the school health service and the development of the teenage health service, as the service is developed.**

#### **Response:**

The current School Nursing service provides advice and support for school aged children. This includes support for children with chronic conditions and complex needs; safeguarding and immunisation. The service also delivers health screening for primary school children, including school entry health checks, vision and hearing screening and health and weight checks in reception and year 6.

The analysis also showed some gaps in service delivery and areas where performance needs to improve:

- Young people recently surveyed were not clear on the role of the school nurse, and did not rate it as an accessible service.
- No online access to information about the service or how to contact a school nurse for young people.
- No service outreach into other community settings e.g. community youth venues
- There was little capacity to deliver health promotion activities in class and assemblies

The proposals ensure that all the current functions continue to be delivered, and create a new teenage health service to meet the current gaps in delivery. These proposals aim to deliver a more effective and responsive service to young people, in a more efficient way and offering better value for money.

#### *School health service:*

The proposed model for a school health service retains the functions that currently exist, but reconfigures into a more efficient model, including:

- a dedicated safeguarding function to ensure that vulnerable children continue to be protected and dedicated support to schools
- alignment with the Special Needs Nursing Service in the delivery of support and care plans for children and young people with chronic conditions or complex needs
- a combined school health assessment for reception age children combining the school entry health check, vision and hearing screening and a national child measurement programme for Reception and Year 6
- an integrated national child measurement programme with a local weight management programme

#### *Teenage health service:*

The proposed model of a comprehensive holistic assessment and treatment service for young people is evidence-based and has been evaluated by the Social Science Research Unit and the Institute of Education, University of London (2008)<sup>1</sup>. Since then it has been rolled out across the country, including in Hackney and some other London boroughs. Lambeth and Southwark have also agreed to commission a similar service. In Lewisham we have consulted stakeholders, the public and young people on the proposed service, and have received overwhelming support – in our public consultation, over 63% strongly agreed/agreed with the proposal.

The service will offer a more comprehensive and multi-professional service to meet the holistic health and wellbeing needs of young people, including sexual health, substance misuse and mental health, with pathways to specialist services where needed. This will also allow a greater capacity to offer outreach to primary schools to support health and wellbeing through transition into secondary schools.

The Teenage health service will be accessible from a number of venues across the borough –including from schools, and will additionally offer an online service that will provide online access for advice/information/counselling/group and 1:1 support for those with additional needs.

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<sup>1</sup> Evaluation of the Teenage Health Demonstration Site Programme 1<sup>st</sup> Annual Report 2007

Progress on the development of the service will be taken back to the Children and Young People's Select Committee as proposals are finalised.

- **That the Mayor and Cabinet should receive a response from officers to the letter from the CCG dated 14<sup>th</sup> September and handed round at CYP Select Committee, prior to making their decision on the Public Health Savings Proposals.**

**Response:**

The CCG's letter of the 14<sup>th</sup> of September, along with the response from the Council's Director of Public Health Dr. Danny Ruta, is appended to the Public Health Savings report for Mayor & Cabinet on the 28<sup>th</sup> of September.

**4. Financial implications**

- 4.1 There are no financial implications arising out of this report per se; but there may be financial implications arising from carrying out the action proposed by the Committee.

**5. Legal implications**

- 5.1 The Council's Constitution provides for Select Committees to have access to the Executives Key Decision Plan. Even where an item has not been the subject of a detailed review by the relevant Select Committee it may have views which it wishes to express on an up and coming matter. Where this is the case a copy of those views can be given to the proper officer at least 10 days before the Executive is due to make a decision on the matter in question. Those views are brought to the attention of the decision maker before the decision is made. In this case, the Executive Director has provided a response to the issues raised by this Select Committee to assist the Executive.

The record of the decision of Mayor and Cabinet needs to specifically deal with the comments of the Select Committee and the Mayor and Cabinet's response to the same.

**6. Further implications**

- 6.1 At this stage there are no specific environmental, equalities or crime and disorder implications to consider. However, there may be implications arising from the implementation of the Committee's recommendations.

**Background papers**

Report to Children and Young People Select Committee, 14 September 2016, [Item 4 Public Health Savings](#)

If you have any queries on this report, please contact Katie Wood, Scrutiny Manager (ext. 49446).



<b>CYP Select Committee</b>		
<b>Report Title</b>	Lewisham Education Commission Progress Report	
<b>Key Decision</b>	No	Item No. 5
<b>Ward</b>	All	
<b>Contributors</b>	Executive Director for Children and Young People	
<b>Class</b>	Part 1	Date: 12 <sup>th</sup> Oct 2016

## 1 Summary

- 1.1. A proposal for the establishment of an Education Commission was agreed by Mayor and Cabinet on 9<sup>th</sup> December 2015. The Mayor welcomed the recommendations of the Commission in April 2016 and asked officers to report back with an action plan.
- 1.2. This paper details the progress made to date regarding the Education Commission recommendations for the future of education in the London Borough of Lewisham. This plan is also on the agenda of Mayor and Cabinet and any comments from CYP Select Committee will be tabled at Mayor and Cabinet.

## 2 Recommendations

- 2.1. It is recommended that the CYP Select Committee note and comment on the report and progress made to date.

## 3 Policy Context

- 3.1. The Council's corporate priorities are defined as follows:
  - community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community.
  - young people's achievement and involvement – raising educational attainment and improving facilities for young people through partnership working.
  - clean, green and liveable – improving environmental management, the cleanliness and care for roads and pavements and promoting a sustainable environment.

- safety, security and a visible presence – partnership working with the police and others and using the Council’s powers to combat anti-social behaviour.
- strengthening the local economy – gaining resources to regenerate key localities strengthen employment skills and promote public transport.
- decent homes for all – investment in social and affordable housing to achieve the decent homes standard, tackle homelessness and supply key worker housing.
- protection of children – better safeguarding and joined up services for children at risk.
- caring for adults and older people - working with health services to support older people and adults in need of care.
- active, healthy citizens – leisure, sporting, learning and creative activities for everyone.
- inspiring efficiency effectiveness and equity – ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

3.2. As set out in Lewisham Council’s Sustainable Community Strategy 2008-2020, there is a Borough-wide commitment to “make Lewisham the best place in London to live, work and learn”. To support this priority the Council is committed to working with partners to:

- Inspire young people to achieve their full potential by removing the barriers to learning.
- Encourage and facilitate access to education, training and employment opportunities for all our citizens.
- Celebrate local achievements so people feel proud of their area and eager to be a part of its success.

3.3. A key priority within the Children and Young People’s Plan 2015 – 2018 is “Raising the attainment of all Lewisham children and young people” and this has a number of specific outcome areas:

- AA1: Ensuring there are sufficient good quality school places for every Lewisham child.
- AA2: Ensuring all our children are ready to participate fully in school.
- AA3: Improving and maintaining attendance and engagement in school at all key stages, including at transition points.

- AA4: Raising participation in education and training, reducing the number of young people who are not in education, employment or training (NEET) at 16-19.
  - AA5: Raising achievement and progress for all our children at Key Stages 1 – 4 and closing the gaps between underachieving groups at primary and secondary school.
  - AA6: Raising achievement and progress for all our children and closing the gaps between under-achieving groups at Key Stage 5 and Post 16 so that all our young people are well prepared to access the best education and employment opportunities for them.
  - AA7: Raising achievement and attainment for our Looked After Children at all Key Stages and Post 16.
- 3.4. In March 2016, the Secretary of State for Education published the White Paper, *Educational Excellence Everywhere*. The White Paper signalled the Government's intentions relating to academisation and a drive towards a school-led system which would mean that local authorities would step back from running school improvement from the end of the 2016/17 academic year.
- 3.5. After the Lewisham Education Commission report was drafted, in May 2016 the government decided, while reaffirming a continued determination to see all schools to become academies in the next six years, that it is not necessary to bring legislation to bring about blanket conversion of all schools. "Good" and "Outstanding" schools in many areas will be permitted to stay under local authority control. Following governmental changes there is uncertainty going forward and a new Green Paper has been published. This does not show a change in direction but it does add new proposals around grammar schools.

## **4 Background**

- 4.1. At the Mayor and Cabinet meeting on 9<sup>th</sup> December 2015, it was resolved that:
- Having considered an officer report, and a presentation by the Cabinet Member for Children & Young People, Councillor Paul Maslin, the Mayor agreed that the establishment of an education commission to support the development of a future vision for education in Lewisham to report in April 2016 as set out be approved.

## **5 Key Questions**

- 5.1. The Lewisham Education Commission considered the following key questions:
- Given the national and regional context, what is the best form of organisation for Lewisham's schools going forward?

- Is there a school-led model of school improvement which would put Lewisham's work on a more sustainable footing, given the council's financial constraints?
- Lewisham needs additional secondary and SEND places. What are the best means to achieve this, alongside ensuring all our existing schools are schools of choice?
- Given Lewisham's strong commitment to improving outcomes at KS4 and KS5, are any more radical or leading edge models or approaches that Lewisham could adopt at borough level?
- Underpinning all these questions is the central theme of how Lewisham's system serves the most vulnerable.

## **6 Process**

- 6.1. A team of three national experts was established to support the work of the Education Commission in Lewisham, supported by a fourth member to provide operational support. A biography for each member of the team is set out below:
- Christine Gilbert is chair of the Commission. She is currently visiting professor at the Institute of Education, UCL. Christine was previously a head teacher, director of education, local authority chief executive and Her Majesty's Chief Inspector at Ofsted.
  - Robert Hill, a visiting senior research fellow at King's College London, is an educational consultant, researcher and writer. He was a senior policy adviser to the Labour government.
  - David Woods is a visiting professor at Warwick University and chair of the London Leadership Strategy. Formerly, David was a senior education adviser at the Department for Education and chief adviser for London Schools and the London Challenge.
  - Michael Pain is Director of Forum Education. He was previously at the National College and is supporting the work of the Commission.
- 6.2. Particularly over the first two weeks of the Commission, significant desktop analysis was undertaken. Commissioners conducted an analysis of recent school Ofsted reports, with particular focus on the secondary sector, in order to identify strengths and weaknesses, themes and issues.
- 6.3. Throughout the course of the Education Commission, Commissioners attended a number of existing fora and hosted a number of bespoke events as part of a comprehensive programme of stakeholder engagement.

- 6.4. Commissioners attended a number of existing meetings, including Children and Young People Select Committee, the System Leaders' Breakfast and meetings of primary, secondary and special school head teachers.
- 6.5. Christine Gilbert met with the Mayor and the Cabinet Member for Children and Young People to ascertain their vision for Education for Lewisham. Additionally, Commissioners met with a number of other Councillors, including the Chair and Vice-Chair of Children and Young People Select Committee and the Chair of Overview and Scrutiny Committee.
- 6.6. Two bespoke evening governors' events took place, led by Christine Gilbert; these sessions provided an outline of the work of the Education Commission followed by discussion around the key questions for Commission.
- 6.7. Children and Young People were given the opportunity to present their thoughts to the Commission through the Young Advisers group in addition to a separate meeting of a smaller focus group of students who are educated within the Borough.
- 6.8. Residents and other stakeholders were offered the opportunity to meet with Christine Gilbert for a bespoke 30 minute meeting as part of the 'open sessions'; these sessions consisted of 24 separate meetings including a number of sessions held on a Saturday. The sessions were advertised on the Lewisham Council website, through the Headteachers' Weekly Bulletin, to all Councillors, and directly to other stakeholders. During the 'open sessions', Christine Gilbert met with, among others, residents groups, voluntary and community sector representatives, union representatives and individual parents.
- 6.9. Throughout the course of the Education Commission, visits have been made to 17 schools (1 nursery school, 6 maintained primary schools, 5 maintained secondary schools, 2 maintained 'all-through' schools, 1 academy, 1 special school and 1 pupil referral unit).

## **7 Summary of Findings and Recommendations**

- 7.1. The Commission recognised that there was much good collaborative working and urges the local authority to extend this good work, making the most of the Heads' Leadership Forum and other local initiatives.
- 7.2. The Commission identified that there is local interest in multi-academy trusts (MATs) and recommends that the local authority supports the establishment of 'home-grown' MATs. It should use these to support weaker schools and address the need for school places.

- 7.3. The Education Commission recommended that a 'Lewisham Secondary Challenge' is established to give a boost to performance at Key stages 4 and 5. This will need financial support for three years.
- 7.4. The Commission found that the local authority, schools and stakeholders had great pride in Lewisham as a place and a commitment to the community, and suggests that this should be used to articulate a shared local vision and a shared plan for success.
- 7.5. The local authority continues to have an important role in education matters, regardless of the statutory position. As part of this role, the local authority should hold schools to account, help make connections and act as guardians of the most vulnerable.
- 7.6. Commissioners recommended that the local authority review planning (for place numbers and new schools) and develop and consult on a clear School Place Planning Strategy for the next 5 years. The Commission noted that Lewisham is reliant on secondary places within other boroughs, and suggested that these arrangements should be formalised.
- 7.7. The Commission recommended that an agreement between the local authority, headteachers and governors to set up a partnership to establish a school-led system of school improvement. In September, a Partnership Steering Group, with an independent chair, should be established to produce a detailed set of proposals with a view to beginning consultation in October 2016.
- 7.8. In order to ensure sufficient place planning, the Commission recommended that the local authority has close contact with the Education Funding Agency (EFA) about potential free school proposals and encourage the best schools to lead trusts to set up new schools and seek out school providers with similar values.
- 7.9. The Education Commission recommends that the London Borough of Lewisham set itself the following success criteria to be achieved by 2020:
- All schools will be judged good or better by Ofsted.
  - Performance at 16+ and 18+ will be at least the London average.
  - The most vulnerable will be served better than most other LAs.
  - The vast majority of parents have confidence in their choice of school.
  - Young people will have huge pride in their school.
  - Teachers will be proud to work in an ambitious and successful system.
  - The council will be considered to have done a good job.

## **8 Recommendations and progress to date**

- 8.1. Set out in the table below are all the recommendations of the Commission. The Mayor and Cabinet are asked to agree the initial next steps set out in the table as well as the preparation and a more detailed action plan which would also be presented to CYP Select Committee. It is important to note that the process of

taking this work forward is mainly partnership endeavor with schools rather than top-down activity led by the local authority.

	<b>Recommendation</b>	<b>Action</b>	<b>RAG rating</b>
<b>Establishing a new approach to school organisation</b>			
1	Lewisham school federations should be supported if their governors decide that they wish to set up a local multi academy trust.	Officers to maintain a constructive dialogue with school governing bodies. NB No schools are currently consulting on forming a M.A.T.	Ongoing and on track.
2	Every school in Lewisham should be part of a formal and effective school collaborative group.	Map existing networks and collaboratives in order to identify areas of good practice as well as to identify any 'isolated' schools who can then be offered support to be completed by December 2016.	Agreed at a meeting of the borough-wide School Improvement Partnership and on track for completion December 2016.
3	The borough wide school improvement partnership should be tasked with identifying those headteachers that have the potential and interest in moving into Executive Headship.	Ensure role of the partnership reflects this recommendation. Terms of reference and outline action plan to be agreed by December 2016.	Agreed by SIPTG and on track for completion December 2016.
<b>Developing a school-led model of improvement</b>			
4	Lewisham Headteachers, Lewisham Governors' Association (LGA) and the local authority agree to set up an overarching partnership that establishes a school-led system of improvement by July	Continue discussions with partners to ensure that by July 2016, an agreement is reached to establish the partnership.	Agreed. Partnership Steering Group established with Nursery, Primary, Secondary and Special School Headteacher representation in addition to Governor and LA

	2016.		reps. Met in July and again in September.
5	From September 2016, a Partnership Steering Group, with an independent chair but involving headteachers, governors and the local authority should be set up.	Working with Headteachers and Governors, broker an Independent Chair and support them to establish to Partnership Steering Group by September 2016.	Agreed and established (see above).
6	The Lewisham Leadership Forum (LLF) should liaise with the London Leadership Strategy to develop Lewisham's system leadership and school-to-school support.	Broker relationship between organisations via Chair of LLF. Action plan to be developed by the partnership to develop Lewisham's system leadership and school-to-school support by December 2016.	Chair of LLF has already started conversations with the London Leadership Strategy. Action plan to be developed by December 2016.
<b>Achieving more school places</b>			
7	The local authority should review whether sufficient additional primary places are being planned for the next five years.	2016-2021 forecasting has been produced and is currently being moderated in advance of being included within the new 5 year place planning strategy. Draft strategy to be completed by the end of October ready for public consultation in November/December.	Ongoing and on track. Draft Strategy to be ready by December 2016.
8	The local authority should set out a clear and comprehensive School Place Planning Strategy.	2017-22 strategy is on schedule to go before Mayor and Cabinet for final sign off in Spring 2017 ready for an April launch.	Ongoing and on track. Going to Mayor and Cabinet in Spring 2017 to launch in April 2017.
9	The local authority should work closely with governors, headteachers and the Regional Schools Commissioner to ensure that those schools in the secondary sector with low numbers of first parental preferences	Continue to implement our School Improvement Framework, focussing resources on the secondary sector. Support the Secondary Schools in the process of agreeing 'the secondary challenge' which will be a collaborative commitment to improve outcomes and progress across the sector. Launch to take place early November with prospectus and detailed action plan.	Ongoing and on track



	and unfilled places urgently address the school improvement challenges.		
10	The local authority should consider seeking the provision of a further secondary free school, run by a proven education provider (in addition to the Citizen Free School)	Engage in conversations with potential sponsors and with the EFA to ensure that high quality bids come forward.	Ongoing. The DfE is the decision maker, not the LA.
11	The local authority should formalise both the process for cross-borough discussions on pupil place-planning and any resulting agreements.	Continue discussions with neighbouring boroughs and explore opportunities for more formalised dialogue. Participate in London Councils Secondary School place planning project – November 2016	Ongoing and on track
12	The local authority should investigate the underlying reasons for the high incidence of ASD among its school population.	Produce ASD scoping paper in Autumn term 2016 to agree the areas for review and investigation.	Ongoing and on track. Draft scoping paper to be presented for discussion at SEND Board in October.
13	The local authority should satisfy itself that there are clear integrated pathways across the mainstream and special school sectors so that children are educated and supported in the setting best suited to their needs.	Implement the SEND strategy which includes: <ul style="list-style-type: none"> <li>• banding review.</li> <li>• resource base review by Autumn term 2016.</li> </ul>	SEND strategy is in place. Banding review is underway and will be complete by December 2016. Resource base review complete, actions implemented and will be monitored.
14	The local authority should seek to mitigate its funding shortfall in planning for school places by maximising the use of centrally-approved free schools that share Lewisham's	Continue discussions with Education Funding Agency (EFA) on opportunities for free schools and engage with a range of free school providers to develop relationships with those that share our values. (See 10 above).	Ongoing discussions with EFA and potential free schools. The DfE is the decision maker not the LA.

	values.		
<b>Creating Lewisham Secondary Challenge</b>			
15	Working with the Secondary Headteacher's Group the LA should establish and resource a Lewisham Secondary Challenge	Support Secondary Schools to agree 'the secondary challenge' which will be a collaborative commitment to improve outcomes and progress across the sector. Launch to take place early November with prospectus and detailed action plan.	Ongoing and on track to be launched in November 2016.
16	Supported by the local authority, the Leadership Forum should facilitate a small scale trial of different models of peer review beginning no later than April 2017.	Support the headteachers' Leadership Forum to undertake this work. The Partnership Steering Group (see no.5 above) has agreed to map and evaluate the range of existing peer review which currently operate across a number of schools in the borough. At least one secondary school has already agreed to trial a new model of peer review.	Ongoing and on track
17	Supported by the local authority, and using an external resource, the Heads' Leadership Forum should raise Lewisham's positive profile and agree a process for identifying and sharing best practice.	Support the Heads' Leadership forum to develop and publish a set of Lewisham case studies by January, 2017. The Partnership Steering Group (see no.5 above) has agreed to map and identify the range of existing best practice across the borough. This will be included in the partnership action plan.	Ongoing and on track
18	The Secondary Headteacher's Group should establish strategic groups of senior and middle leaders to meet to develop collective solutions to particular issues requiring improvement	Support the Secondary Schools in the process of agreeing 'the secondary challenge' which will be a collaborative commitment to improve outcomes and progress across the sector. Launch to take place early November with prospectus and detailed action plan. The establishment of strategic groups of senior and middle leaders has already been identified as a key element of the action plan which is in development	Ongoing and on track
19	The Secondary Headteacher's Group should work closely with the London	Support the Secondary Schools are in the process of agreeing 'the secondary challenge' which will be a collaborative commitment to improve	Ongoing and on track.

	Leadership Strategy to enable access to a wide range of system leaders and teaching school alliances	outcomes and progress across the sector. Launch to take place early November with prospectus and detailed action plan. The secondary challenge collaborative have already engaged an experienced secondary headteacher from another borough to facilitate this and this work will be included in the action plan.	
20	The Secondary Headteacher's Group and the LA should engage with other organisations outside of the borough to build capacity.	As above	Ongoing and on track
21	The LA should allocate funding to pump prime the establishment of a borough-wide, school-led partnership for improvement in Lewisham	Identify resources from within the School Improvement budget which can be used differently to support the establishment of both the school-led partnership and the secondary challenge.	Already complete
22	The LA should stimulate an ambitious vision for education locally, engaging constructively with a range of key stakeholders and third sector groups	Use the Education Commission Report to start this debate. This will be key to the work of the borough-wide school-led partnership and the secondary challenge.	Ongoing and on track
23	Secondary and all-through schools should review their processes to ensure greater involvement of parents.	Build this theme into the work of Secondary Challenge.	Ongoing and on track

## 9 Financial Implications

- 9.1 There are no immediate financial implications which arise from agreeing the recommendations to this report as any initial funding will be found from the School Improvement budget. However, there will be a cost to developing any future partnership arrangement and as part of the early stages of that process, an initial financial business case will need to be undertaken. This business case will be used to consider the future financial viability of such a partnership organisation being established. Future funding for school improvement is

uncertain given the huge changes in national funding of education and the threat to take away statutory duties from local authorities.

## **10 Legal Implications**

- 10.1. Additional to those set out elsewhere in the report local authorities are required to provide primary, secondary and further education for 16 to 18 year and for people aged 19 or over who have an Education Health and Care Plan (EHC Plan).
- 10.2. Section 13A of the Education Act 1996 specifically requires local authorities to exercise their education and training functions in relation to those young people for whom that have assumed responsibility so as to promote high standards, fulfilment of potential and fair access to opportunity for education and training. It applies in relation to persons aged 20 or over for whom an EHC Plan is maintained.
- 10.3. Section 14 of the Education Act 1996 requires local authorities to secure the provision of 'sufficient' schools (as amplified in sub-ss (2), (3) and (4)) for their areas. This function must be exercised with a view to securing diversity and parental choice. Local authorities must have regard to the need to secure primary and secondary education in separate schools, provision for children with special educational needs and boarding provision for those for whom it is desirable. The local authority is not itself obliged to provide all the schools required, but to secure that they are available. Section 18 enables an LEA to make arrangements for the provision of education at non-maintained schools.
- 10.4. The findings and recommendations of the Education Commission will assist the local authority in complying with its general statutory responsibilities especially so in the light of the changes to school improvement and education provision in the Education and Adoption Act 2016.

## **11 Equalities Implications**

- 11.1. The Commission has made every effort to draw views and ideas from across the community, including black and ethnic minority groups and parents of children with disabilities. The Commission has visited many different schools throughout the course of their work, including a special schools and specialist resource provision.
- 11.2. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 11.3 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 11.4 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 11.3 above.
- 11.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 11.6 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:  
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>  
  
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 11.7 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- [The essential guide to the public sector equality duty](#)

- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty: A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

- 11.8 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:  
<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

## **12 Environmental Implications**

- 12.1. No specific environmental implications have been identified as arising from this report.

## **13 Crime and Disorder Implications**

- 13.1. No specific crime and disorder implications have been identified as arising from this report.

## **14 Background Documents and Report Author**

- 14.1. Appendix A: Lewisham Education Commission Report (April 2016).
- 14.2. If you require further information about this report please contact Sara Williams (sara.williams@lewisham.gov.uk).

CYP SELECT COMMITTEE		
<b>Report Title</b>	Annual report of the Lewisham Children's Safeguarding Board	
<b>Key Decision</b>	No	Item No. 6
<b>Ward</b>	All	
<b>Contributors</b>	Stephen Kitchman, Director of Children's Social Care	
<b>Class</b>	Open	Date: 13 <sup>th</sup> October 2016

## 1. Summary and Summary of the Report

The Lewisham Children Safeguarding Board (LCSB) is required to publish an annual report to outline the work of the Board in the previous year and identify areas where further work will be required in the forthcoming year.

The annual report presented at this meeting is currently in draft, allowing for any comments by Select Committee to be considered prior to formal ratification by the Executive Committee on 14<sup>th</sup> October and subsequently the wider Board. The final report will then be circulated to Select Committee.

## 2. Recommendations

The Select Committee is asked to note the contents of the report.

## 3. Policy Context

Statutory Guidance within 'Working Together to Safeguard Children,' March 2015, requires each LSCB to publish an annual report on the effectiveness of child safeguarding and the promotion of the welfare of children in the local area. The report should provide an assessment of the performance of local safeguarding services and show how areas of development will be addressed. Working Together requires that the report is submitted to the Chief Executive of the Council and the Chair of the Health and Wellbeing Board.

## 4. Details

The Lewisham Safeguarding Children Board comprises all partner agencies with a key contribution to child protection and safeguarding in the Borough. In developing the Annual Report partners contributed to the evidence detailed and summaries of relevant safeguarding activity for the period 2015-16.

## 5. Financial implications

The operation of the LSCB is funded partly by the council and partners. There are no specific financial implications to this report.

## **6. Legal implications**

Section 13 of the Children Act 2004 requires each Local Authority to establish a local safeguarding children's board for their area and specifies the organisations and individuals (other than the local authority) that should be represented on the board.

The LSCB has a range of roles and statutory functions including developing local safeguarding policies and procedures and scrutinising local arrangements. The strategy, objectives and functions of the LSCB are described as follows:

- Coordinate what is done by each personal body whoever sits on the board for the purpose of safeguarding and promoting the welfare of children in the area.
- To ensure the effectiveness of what is done by each personal body for those purposes.

The revised Working Together guidance 2015 places responsibilities on the LSCB to deliver a stronger leadership role around local safeguarding practice and directly influence multi-agency and single agency requirements as well as requiring the establishment of a single assessment approach and supporting framework. The revised regulatory framework also includes a judgement on the effectiveness of local safeguarding boards with a focus on assessing the impact of the board's activity on frontline practice and the positive difference made to children and local communities.

## **7. Crime and disorder implications**

There are no crime and disorder implications arising from this report.

## **8. Equalities implications**

The work of the LSCB is particularly focused on the protection of vulnerable groups in the child population, such as those with disabilities and girls at risk of violence and sexual exploitation. The majority of data considered by the LSCB is analysed using equalities data where that is available.

## **9. Environmental implications**

There are no environmental implications arising from this report.

## **10. Background documents and originator**

If there are any queries on this report please contact Stephen Kitchman on 020 8314 8140.





**Lewisham**  
**Safeguarding**  
Children Board

**Annual Report 2015/16**

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## A FOREWORD FROM THE INDEPENDENT CHAIR

Sarah Williams, Interim Independent Chair

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Welcome to the annual report of the Lewisham Safeguarding Children Board (LSCB) 2015/16.

The LSCB is a multi-agency partnership that works to safeguard and promote the welfare of the children of the Borough of Lewisham by working with, and scrutinising, the work of those with key responsibilities for keeping children safe. These include staff working in health, children's social care, police, probation and education settings as well as charity and voluntary sector organisations working with children in Lewisham. Our focus is on the safety of the most vulnerable and at risk of harm and ensure that positive outcomes for children remain a priority.

In October 2015 the LSCB was inspected by Ofsted and whilst recognising many strengths across the board, the inspection highlighted a number of areas that required improvement. We recognise that much remains to be done as we meet new challenges in protecting children effectively at a time that budgets of many partner agencies continue to reduce.

We have also been working with our partners in tackling child sexual exploitation and improving our arrangements for meeting our statutory responsibility to monitor any deaths of children in the Borough. We will

also be working to strengthen our quality assurance and scrutiny functions.

The Independent Chair, Chris Doorly left the LSCB in spring 2016 and is to be credited for the leadership and direction of the board over the last 12 months.

We will continue to see a lot of changes in Lewisham agencies in the coming year as they continue to respond to changes in organisational structures coupled with reduced budgets. The LSCB will continue to hold them to account through these times to ensure children remain protected.

Despite some challenging times professionals working in the Borough have continued to consistently put doing the best for children in Lewisham first and I am confident we will see agencies work in ever closer partnership to protect children and to find new and better ways to provide efficient, effective and accessible services.

By working together to safeguard children and engaging our whole community I am confident we can do this.

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# CHAPTER 1

## 1.1 Summary of our priorities and achievements for 2015-2016

A summary of our key Priorities for 2015-2016	A summary of our key achievements for 2015-2016
<ul style="list-style-type: none"> <li>To ensure that our multi agency partnership have access to adequate training to equip them with appropriate knowledge and skills to identify the signs of child sexual exploitation and to act appropriately and in accordance with the Pan London CSE Protocol.</li> </ul>	<ul style="list-style-type: none"> <li>The LSCB continued to provide a comprehensive rolling programme of safeguarding to inform practitioners knowledge of the risk factors associated with Child Sexual exploitation at foundation and intermediate level.</li> <li>We also ensured that our multi agency workforce and local communities were able to access information and guidance on responding to CSE through the LSCB website</li> <li>The LSCB supported the multi-agency initiative ‘if you see something say something’ designed to raise awareness of CSE across the community.</li> </ul>
<ul style="list-style-type: none"> <li>To ensure that appropriate policies and procedures were in place to improve identification of FGM risks and support the community appropriately to avoid such abuse from taking place</li> </ul>	<p>During 2015/2016, our key achievements included;</p> <ul style="list-style-type: none"> <li>To mark 6<sup>th</sup> Feb 2016 The International Day of Zero Tolerance, a special FGM training workshop for Lewisham councillors was organised, with 16 councillors in attendance.</li> <li>As part of efforts to highlight International Women’s Day, a FGM Mandatory Duty Conference was held on 10<sup>th</sup> March for safeguarding professionals with over 60 in attendance.</li> <li>FGM training and awareness-raising for social workers, teachers, and other professionals via the LSCB training programme.</li> <li>Community engagement – Challenging taboos about FGM prevention by creating ‘sister circles’ of informal women’s groups, where women of all ages from FGM affected communities meet.</li> <li>Development of a local FGM protocol – in response to the mandatory duty, a multi-disciplinary working group has been set up to produce guidance for professionals on how to tackle FGM, and support affected communities</li> <li>We also ensured that our multi agency workforce were able to access information and guidance on responding to CSE through the LSCB website and newsletters</li> </ul>
<ul style="list-style-type: none"> <li>To ensure the voice of children and young people influences the work and priorities of the LSCB</li> </ul>	<ul style="list-style-type: none"> <li>We engaged with groups of children and young in schools to ask them their views about safeguarding priorities for Lewisham.</li> </ul>

	<ul style="list-style-type: none"> <li>• We raised the profile of the LSCB through competitions ran in schools invited children to design our new logo</li> <li>• A series of consultation events with children and young people were undertaken by the LSCB with a key focus on staying safe.</li> <li>• We consulted young people on the design and content of the new LSCB website</li> <li>• Lewisham has supported young people to be involved in International Voluntary trips giving them to opportunity to work with children and young people less fortunate than themselves.</li> <li>• Children in Care Council members regularly meet with Corporate Parents and discuss issues raised by children in care. They have had discussions about keeping safe online, gangs and general health and wellbeing.</li> <li>• Children in care Council members contributed to Lewisham’s Children and Young People’s Plan 2015–2018.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide secure and consistent support for looked after children</li> </ul>	<ul style="list-style-type: none"> <li>• We monitored arrangements for looked after children through our challenge and scrutiny functions and close working with the Children in Care Council and Corporate Parenting Board</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce the risk of harm to children and young people and ensure they feel safe and are protected from abuse and neglect.</li> </ul>	<ul style="list-style-type: none"> <li>• The LSCB commissioned and quality assured a rolling programme of safeguarding training to professionals throughout the year equipping our multi agency workforce with the skills needed to work with vulnerable children, young people and families to keep them safe from harm.</li> <li>• We ensured that local safeguarding policies and procedures were relevant, current and accessible to professionals.</li> <li>• We ensured that lessons learned from serious case reviews are shared with the multi-agency work force and lead to improvements in practice</li> <li>• We have continued to strengthen our approach to scrutiny and audit through our quality assurance activity</li> <li>• We have raised awareness of key safeguarding issues throughout our website and newsletters.</li> </ul>

## 1.2 Strategic Priorities for 2016 – 2018

These priorities have been developed through consultation with partners and stakeholders, and our local children and young people. The Business Plan describes our priorities over the next two years and will be subject to regular review to ensure it remains relevant to the needs of our community.

There are five key priorities and these will all be underpinned by a focus on embedding learning and improvement and developing our understanding of the child's journey through services in Lewisham. These are as follows:

- Improving the effectiveness of agencies and the community in identifying and addressing neglect
- Increasing the effectiveness of the LSCB as a truly effective agent in securing positive outcomes for children, in protecting them from abuse and exploitation
- Raising the profile of safeguarding across the Borough, amongst practitioners, stakeholders and the community with a particular focus on the most vulnerable or at risk.
- Ensuring that the voices of children and young people influence learning, best practice and the work of the LSCB
- Increasing the effectiveness of agencies and the community in identifying and addressing Child Sexual Exploitation.

## 1.3 Ofsted Inspection of Services 2015

The inspection identified that children's services in Lewisham require improvement to be good. While standards for children looked after have been maintained and those for care leavers have improved, those for children in need of early help and protection had deteriorated. Although some early help services resulted in positive outcomes for children, it was considered that services needed to improve their overall coordination.

The Local Safeguarding Children Board was judged as requiring improvement in order to be judged as being good. The need for an Early Help focus was identified as well as the aligned need for an up-to-date threshold document. The need for a clearly identified governance role for the board's child sexual exploitation (CSE) sub-group was also seen a need requiring a focussed multi-agency response.

Performance reporting was identified as a particular area for development. Corrective measures had been put in place to address this deficit but greater accuracy of reporting was identified as needed to strengthen multi-agency practice which was reviewed and identified within this inspection.



### 1.3 The Borough of Lewisham

Lewisham has a population of some 297,000 (the 13th largest in London and the 5th largest in Inner London). The population of the borough has increased by some 16,000 since the 2011 Census and over the next 20 years is forecast to be amongst the fastest growing in London. Population growth in Lewisham is driven primarily by the birth rate (rather than in-migration) there some 5,000 live births each year.

In terms of population profile, children and young people aged 0-19 comprise 73,700 (some 25 per cent) of the borough's overall population. By contrast, those aged 65 and over, make up some 10 per cent of the population.

The ethnic profile of the borough reveals that 54 per cent are White and 46 per cent are of Black & Minority Ethnic (BME) heritage. Within the BME population, Black African's are the fastest growing ethnic group representing some 25 per cent of the BME population. By contrast Lewisham's schools population is 76 per cent BME.

There are some 116,000 households in the borough. Of these, some 11.5 per cent are lone parent households with dependent children. This is up on the 10.5 per cent of lone parent households with dependent children reported at the time of the 2001 Census. Over the past 15 years there has been a significant change in household tenure across the borough, with the percentage of residents living in the private rented sector increasing from some 14 per cent in 2001 to 25 per cent in 2011.

Average life expectancy for males in Lewisham is 78.7 years (significantly worse than the England average) and 83 years for females (not significantly worse than the England average). Smoking, cardiovascular disease and cancer are the biggest causes of death in the borough. As it relates to children's health, obesity (year 6) and under-18 conceptions are the two areas where outcomes for Lewisham are significantly worse than the England average. Across the borough some, 14.5 per cent of residents describe themselves as living with a

long term illness (a proxy for disability) and just under 10% describe themselves as carers (providing one or more hours of unpaid care per week).

About 69 per cent of Lewisham's overall population is of working age (16-64). Overall, Lewisham's unemployment rate is 6.4 per cent; this is above the London average of 6.1 per cent as well as the Great Britain average of 5.2 per cent. Median income in Lewisham is £30,500 this is below the London average. Some three in ten of the borough's 73,000 children live in poverty.

### 1.4 Vulnerable Groups

Children can become vulnerable and subsequently be at increased risk of harm for a variety of reasons. National case reviews demonstrate that children living in households where there is domestic abuse, substance misuse or their parents are mentally ill are known to be at a greater risk.

We also understand the long-term damaging effects of neglectful parenting on children, and recognise that neglect and poverty are significant risk factors for children in the Lewisham area.

We recognise that children who go missing from school or missing from home are also placed in greater danger of harm. Despite this it is not always possible to know the complete picture of the children whose safety is at risk because some abuse or neglect may be masked. To counter this partners in the LSCB have identified some groups of children that are understood to be at particular risk. This helps ensure that their needs are understood and that they form part of our local picture.

This annual report details our understanding of the categories of children and young people identified as being vulnerable and in need of protection.

# CHAPTER 2

## 2.1 About the LSCB

The statutory objections and functions of the LSCB is set out in section 14 of the Children Act 2004, which are:

- (a) To coordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area, and
- (b) To ensure the effectiveness of what is done by each such person or body for those purposes

The Board is made up of senior representatives from all the main agencies and organisations in Lewisham with responsibility for safeguarding and promoting the welfare of children and young people. The LSCB fulfils its statutory role in coordinating local work by:

- Developing robust policies & procedures
- Participating in the planning and commissioning of services for children in Lewisham
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done

We ensure the effectiveness of local work by:

- Monitoring what is done by partner agencies to safeguard and promote the welfare of children
- Undertaking serious case reviews and other multi-agency case reviews, audits and deep-dives and sharing learning opportunities
- Collecting and analysing information about child deaths
- Publishing an Annual Report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Lewisham.

## 2.2 LSCB Membership

### Main Board

This is made up of representatives of the member's agencies. Board members must be sufficiently senior so as to ensure they are able to speak confidently and sign up to agreements on behalf of their agency, and make sure that their agency abides by the policies, procedures and recommendations of the LSCB.

### Executive Board

The Executive Committee manages the business and operations of the LSCB, ensuring there are clear governance arrangements in place and drives forward the strategic priorities as outlined in the Business Plan.

### Task groups

Membership of the task groups are made up of staff from bodies or agencies represented at the LSCB, who are co-opted to ensure each group has the relevant expertise and knowledge to deliver the LSCB Business Plan. Membership of the task groups can include Board Members.



## 2.3 Key LSCB Roles

### Independent Chair

The LSCB has an Independent Chair who is subject to an annual appraisal to ensure the role is undertaken competently and that the post holder retains the confidence of the LSCB members. The Chief Executive of Lewisham Borough Council and Executive Director for CYP appoints the Chair and managerial support is provided by the Director of Children's Services.

### Lewisham Borough Council

Whilst the Chair and the Board itself is independent, Lewisham Council is responsible for establishing and maintaining the Safeguarding Children Board (LSCB) on behalf of all agencies.

The Executive Director of Children Services and the Director of Children's Social Care are required to sit on the Main Board of the LSCB as this is a pivotal role in the provision of children's social care within the local authority.

### Leader of the Lewisham Borough Council

The ultimate responsibility for the effectiveness of the LSCB rests with the Leader of the Council.

### Lead Member for Children's Services

The role of Lead member holds responsibility for making sure that the local authority fulfils its legal responsibilities to safeguard children and young people. The Lead Member contributes to the LSCB as a participating observer and is not part of the decision-making process.

### Partner Agencies

All partner agencies in Lewisham are committed to ensuring the effective operation of the LSCB. This is supported by the LSCB Constitution which sets out the governance and accountability arrangements.

### Designated Professionals

Health commissioners should have a designated doctor and nurse to take a strategic, professional lead on all aspects of the health service contribution to safeguarding children across the local area. Designated professionals are a vital source of professional advice on safeguarding children matters to partner agencies and the LSCB. There are Designated Doctors and Nurse Role's in post for Lewisham who play an active role in the LSCB and its Sub Committees.

### Lay Members

Lewisham LSCB has two local residents acting as Lay Members who support stronger public engagement in local child protection and safeguarding issues and contribute to an improved understanding of the LSCB's work in the community. Both Lay Members play an active role in the work of the LSCB and its sub committees.

## The Children and Young Persons Strategic Partnership

Lewisham Children and Young Peoples Strategic Partnership (CYPSP) is made up of representatives from agencies across Lewisham committed to working together to improve all outcomes for children. Governance is delivered through a Board structure with formal responsibility for strategic planning, commissioning services, and promoting effective integrated working. The CYPSP is responsible for producing a plan which outlines how improvements in service delivery and design will be made.

The LSCB reports quarterly to this body and also has a role in holding them to account to ensure they commission the services that are needed based on the agreed safeguarding priorities.

## Health and Wellbeing Board

This Board brings together leaders from the Council, NHS and partner agencies to develop a shared understanding of local needs, priorities and service developments.

The LSCB reports annually to the Health and Well-being Board and will hold it to account to ensure that it tackles the key safeguarding issues for children in Lewisham.

## Joint Protocols

Lewisham LSCB, CYPSP and Health and Well-being Board have established a joint protocol outlining working arrangements between the three Boards.

## Financial arrangements

Board partners continue to contribute to the LSCB budget in addition to providing a variety of resources in kind. Contributions from partners for 2015-16 were £181,050

Organisation	Percentage	LSCB contribution
Lewisham CCG	26%	45,110
LBL Children's & Young People's service	48%	83,280
*CAFCASS	not applicable	550
*London Probation	not applicable	2,000
*Metropolitan Police Service	not applicable	5,000
Lewisham & Greenwich Healthcare Trust	13%	22,555
South London and Maudsley	13%	22,555
<b>Totals (£s)</b>		181,050

The salaries of the LSCB business unit, which include the Independent Chair, Business Manager, Development Officer and Administrator are paid for from the LSCB annual budget.

Serious Case Review costs are covered on a case-by-case basis by the agencies directly involved with the review. The LSCB budget does not hold a contingency fund for Serious Case Reviews.

The amount of £10 000 was allocated towards a LSCB multi-agency training programme for 2015-16.

# CHAPTER 3

## 3.1 Child Sexual Exploitation, Missing, and Trafficked Children

Throughout the year the work of the LSCB CSE Sub Group identified a number of young people at risk of sexual exploitation. It was identified that some agencies required additional support in recognising the risk factors and seeking appropriate support to safeguard these children. During the year work was undertaken to raise awareness of CSE through working with Head teachers, School Leaders and Designated Safeguarded Leads in Education. This work has been effective in increasing the shared awareness of the risk factors, in particular the relationship between poor attendance or children going missing for part of the school day and the risk of CSE. This led to an improvement in the monitoring and tracking and identifying young people at risk and ensuring that they are signposted or referred to the relevant services for support.

Work also commenced in early 2016 to develop a joint list/matrix which is a combination of vulnerable children identified as being at risk of exploitation and abuse. We are working to include any young people flagged as displaying early signs of being at risk of exploitation, criminality or displaying harmful sexual behaviour. Analysis is then able to promote a larger risk and vulnerability model based on current data.

The Council and LSCB have supported a police initiative 'Operation Make Safe' with a theme "if you see something say something" designed to raise awareness about CSE in local businesses and licensed premises and to support them to spot the warning signs and take appropriate action.

Weekly, monthly and quarterly Missing, Exploited and Trafficked (MET) meetings are held and these include all significant agencies, such as Police, Children's Social Care, Health, Education, Youth MARAC, Trilogy and other Practitioners who work directly with these young people. The names of young people are put forward by any of the attendees, other agencies or professionals who and in this instance have a MET concern about a child/young person. These case are discussed and a lead person is identified and a clear plan of action devised that includes timescales and safety planning.

The weekly MET meetings comprise of representatives from the above agencies and is delivered through practitioners devising, on a case by case basis a clear safety plan which is implemented and reviewed.

The Monthly MET meetings comprise of Managers from the above agencies who discuss themes and trends and joint action to address these.

The quarterly MET meetings comprise of Senior Managers from the above agencies and the LSCB and this strategic group looks at the alignment of strategic planning and resourcing against themes identified within the monthly meetings.

### 3.2 Missing Children and Young people

Children’s Social Care employs a Missing Child Liaison Officer (MCLO) who works jointly with the police to monitor and track the welfare of all children missing from home and to conduct return interviews. The MCLO works closely with the specialist Child Sexual Exploitation Social Worker and the MET to ensure that there is a joined up approach to working with this vulnerable group of young people.

In the 2015/16 performance year there were 1336 missing reports for young people aged 17 or under. There were a further 537 reported as absconders giving a total of 1873 Merlin reports. Of those young people that were reported as missing 40 were deemed High Risk. 1296 were assessed as Medium risk. From the total number of missing persons 268 went missing more than once, 71 were reported as missing more than 5 times and 22 missing more than 10 times.

### 3.3 Private Fostering

A privately fostered child is defined as ‘a child who is under the age of 16 (18 if disabled) and who is cared for, and provided with accommodation, by someone other than:

- the parent a person who is not the parent but who has parental responsibility, or
- A close relative defined in this context as a brother, sister, aunt, uncle, grandparent or step-parent.

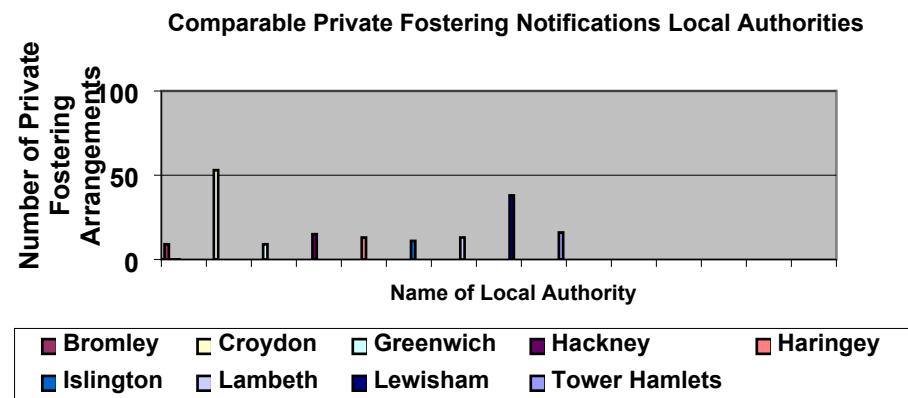
A child who is looked after in their own home by an adult is not considered to be privately fostered. Children who are privately fostered are amongst the most vulnerable and the Local Authority must be notified of these arrangements.

In 2015/16 we had 52 children who we classified and worked with as Privately Fostered Children. As of the 31<sup>st</sup> March 2016, there were 22 Privately Fostered Children.

It is a statutory requirement to visit privately fostered children every six weeks for the first twelve months . This means that every child has to be seen at least 9 times with an interval of no more than 6 weeks between visits. If one of these visits takes place outside of the six weeks period the local authority is deemed to have failed in its duty to comply with statutory visiting requirements. It is not possible to satisfy this requirement in all cases because we have a large number of privately fostered young people who study in the UK and return to their family who live abroad during the holiday period.

73% of private fostered children in the above cohort were visited at intervals of no longer than 6 weeks . This is above the national average.

According to DfE statistical release on private fostering 2015, Lewisham has the 2nd largest number of private fostering arrangements in London, with only Croydon having a higher number.



### 3.4 Children who offend or are at risk of offending

Lewisham Youth Offending Service has five Key Performance Indicators:

1. To reduce the number of first time entrants to the Youth Justice System
2. To reduce the rate of proven reoffending
3. To reduce the use of custody (remand and sentenced)
4. To increase participation in education, training and employment
5. To increase the number of young people living in suitable accommodation

*Lewisham has achieved an improvement across several performance indicators.*

- The number of remand bed nights reduced during 2015/16 to 2010 bed nights from 2861 in the previous year. Young people were supported on bail programmes in the community with varying levels of intensity. Not only has this improved the likely outcomes for those young people but there has also been a budgetary saving which has been reinvested into other areas of the service.
- The number of young people in Education, Training and Employment has increased with 81.3% of young people in suitable ETE at the end of their Order. This is an increase from 75% in the previous year and has been linked to the greater emphasis we have placed on working in schools and colleges, and targeting our NEET population.
- Young people in suitable accommodation has remained relatively stable with 93% of young people in suitable accommodation at the end of their Order across 2014/15 and 2015/16. Of those who were deemed to be in unsuitable accommodation at the end of their Order, the main reason was

due to an on-going period of Remand which continued past their custodial sentence.

*Lewisham has a number of areas where performance has declined and these remain a priority focus for the service.*

- While there has been an overall 3.9% reduction in the number of re-offences by reoffender, in comparison to an increase of 4.5% average across London, the number of young people reoffending still remains too high, with too many new offences being committed by young people. The number of young people reoffending increased by 10.4% to 48.9% with the number of offences increasing by 6%.
- While Lewisham's use of custody has reduced from 40 custodial disposals in 2014/15 to 29 in 2015/16, the rate at which Lewisham young people receive custodial disposals is still very high. Lewisham have the 4<sup>th</sup> highest custodial sentence rate in London.
- The number of First Time Entrants to the Youth Justice Systems has increased by 19.2% while nationally there has continued to be a reduction.

### 3.5 Female Genital Mutilation (FGM)

Female genital mutilation (sometimes referred to as female circumcision or cutting) refers to procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons. Nationally the estimated prevalence of women affected by FGM was 0.5% of the female population. London has the highest national prevalence of women affected by FGM at an estimated 2.1% of the female population, with Southwark (4.7%) and Brent (3.9%) having the highest prevalence rates of any local authority in the country. The Borough of Lewisham's estimated prevalence of women affected by FGM is 2.5%, which is higher than the national prevalence estimates.

During 2015/2016, our key achievements included;

- To mark 6<sup>th</sup> Feb 2016 The International Day of Zero Tolerance, a special FGM training workshop for Lewisham councillors was organised, with 16 councillors in attendance.
- As part of efforts to highlight International Women's Day, a FGM Mandatory Duty Conference was held on 10<sup>th</sup> March for safeguarding professionals with over 60 in attendance.
- FGM training and awareness-raising for social workers, teachers, and other professionals via the LSCB training programme.
- Community engagement – Challenging taboos about FGM prevention by creating 'sister circles' of informal women's groups, where women of all ages from FGM affected communities meet.
- Development of a local FGM protocol – in response to the mandatory duty, a multi-disciplinary working group has been set up to produce guidance for professionals on how to tackle FGM, and support affected communities.
- Dedicated LSCB Newsletter – Providing a briefing on FGM, signs and symptoms and long term effects, mandatory reporting guidance, Lewisham procedures, plus signposting to resources and training.

### 3.6 Child and Young Person's Mental Health and Wellbeing

Future in Mind transformation investment enabled CAMHS to develop several service areas over 2015-16. A dedicated emergency response team, working closely with Lewisham Hospital, offers timely and effective care pathways to the growing numbers of children and young people who present in crises; additional resource has expanded the Neurodevelopmental Disorders team which has speeded up response times and created a more multi-disciplinary approach; the Paediatric Liaison Team resource has been enhanced to enable more service users experiencing health related emotional difficulties to access timely interventions; and, the establishment of a post for parents experiencing emotional problems is expected to positively impact on their children's mental health across the service.

Links with the LBL Youth Offending Service has enabled the establishment of a team delivering a manualised Functional Family Therapy approach as a specific care pathway for young people on the edge of anti-social behaviour and criminal behaviour

An initiative within the Children Looked After team, in conjunction with the LBL Education Department's Virtual School, has provided a new systemic, outreach service for networks supporting looked after children. Other new developments to widen the support and delivery of services include planned group interventions to support foster carers and increased outreach provision to enhance service user engagement.

Within the challenge of austerity and increasing presentations of complexity and risk Lewisham CAMHS is looking to continuously evaluate its outcomes and processes to learn and develop more efficient and effective services. The aim of the forthcoming year is to work with commissioners to reduce waiting times in the generic service and enhance care pathways and outcomes.

### 3.7 Early Help (including Common Assessment Framework (CAF))

The Ofsted Inspection in October 2015, judged that the early help offer in Lewisham required improvement. Particular areas for development were identified which included the need for a more cohesive and co-ordinated approach, the need for improvements in the quality of assessments and an improved method of tracking and evaluating outcomes for families receiving early help.

The following key work streams have been identified for completion within the next 12 months:

- 1) Completing and Implementing a new Early Help Strategy
- 2) Re-commissioning the Targeted Family Support Service and the Family Intervention Project
- 3) Developing a new Early Intervention Service with clear pathways
- 4) Developing a new single front door into LBL's children's services including the redesign of online and digital solutions to accessing information
- 5) Working with partners in developing new tools for assessment, plans and reviews
- 6) Ensuring the multi-agency workforce is equipped with the right skills to undertake high quality work with families that prevents the need for more specialist interventions as appropriate.

Multi-agency collaboration is crucial to achieving positive outcomes for families through the delivery of the right help and support at the right time. The approach and delivery of early help across the partnership is being overseen by a multi-agency Early Help Board to ensure that the strategy is implemented and that outcomes are tracked and delivered.

### 3.8 Multi Agency Safeguarding Hub (MASH)

In December 2012 the Lewisham Safeguarding partnership endorsed the establishment and development of the current MASH. The function of the MASH is to process contacts from partner agencies in relation to child welfare matters and establish through a multi professional information sharing process the level of need in relation to these referrals and the correct pathway for the need to be met. The MASH operates as a multi-agency triaging service and last year processed approximately 22,000 contacts. Some partner agencies are physically co located with Children's Social Care staff in the MASH and others are virtual partners.

The current Lewisham MASH is located and resourced within the Referral and Assessment Service. This is highly unusual as the vast majority of MASH agencies exist as discrete systems, separate from Children's Social Care operational services. A decision was made in mid-2015 that the effectiveness of the MASH should be reviewed and the recent OFSTED inspection reported that the Lewisham MASH needed development.

A MASH review was therefore commissioned in February 2016 and delivered with the following key recommendations:

- A review of the resourcing of both the Children Social Care and partnership elements of the MASH to ensure timely decision making
- A dramatic overhaul of MASH workflow and IT processes to reduce the significant level of duplication undertaken within the team
- To improve the engagement of partner agencies both within the MASH and with regard to governance
- The Introduction of revised governance and a management structure at both strategic and operation levels



A MASH Governance Structure has now been put in place. A strategic Steering group meets and has agreed a project plan to implement the changes recommended by the MASH review. A MASH partnership operational group has been set up to deliver the MASH Project Plan and the implementation date is November 2016.

Robust decision-making at the “front door” through a multi-agency Triage process within the MASH will ensure that families receive the right help, from the right service at the right time, that professionals receive a swift response to their requests and children’s social care are able to focus their energy and resources on their work with families at the acute level of need.

The revised MASH will also ensure that thresholds for Children’s Social Care are based on rational and consistent criteria which is understood by the partnership and that cases will be processed in a timely and efficient way with a partnership perspective embedded. It will also allow a greater targeting of those children who require a specialist service from the Referral and Assessment service which will in turn improve the throughput of cases through the whole system.

The Early Help strategy which targets services for those children who without such services would be at risk of significant harm is dependent on identifying this cohort of children through consistent and agreed criteria. This can only be delivered through the implementation of the revised MASH. Currently there is a great deal of misplaced activity within the partnership and Children’s Social Care in relation to the assessment and meeting of children’s needs which is wasteful of resources and offers a compromised service to children and families.

### 3.9 Children in Need

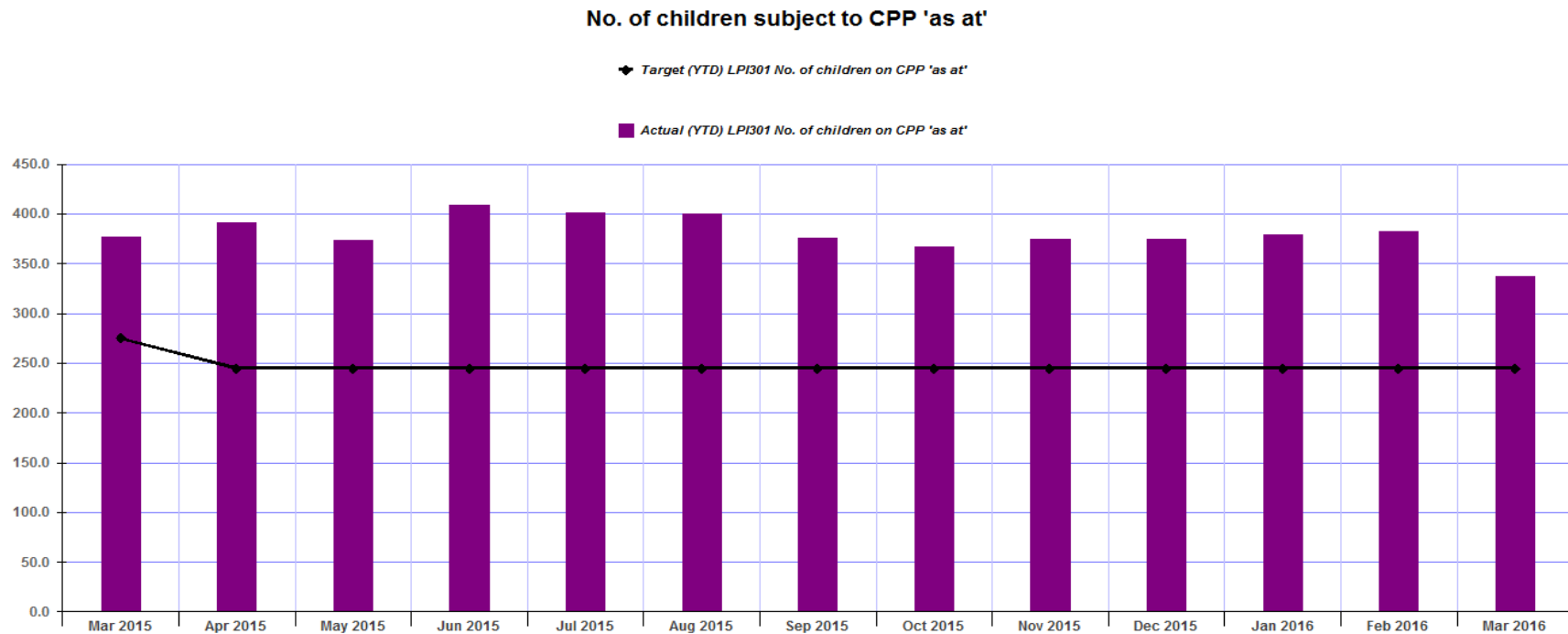
As at 31<sup>st</sup> March 2016, there were 1539 CIN cases held within the London Borough of Lewisham. Child in need work is an area of development in Lewisham and we are working to ensure clear arrangements and guidance is in place to support children in need by implementing revised arrangements for service provision and updating the associated performance framework.



### 3.10 Children Subject to Child Protection Planning

There has been a marked increase in the number of children subject to a child protection plan over the last 5 years. From 2011 to 2015, the numbers of children subject to a child protection plan has increased by 55%. This trend has increased pressure on Children Social Care (CSC) and the wider partnership with agencies providing intensive services and co-ordination to vulnerable children, although numbers subject to a plan as at 31 March 2016 had decreased from 377 (end of March 2015) to 337 (40 children).

**Number of children subject to CPP at 31 March 2016** • The number subject to CPP at 31 March decreased from 377 in 2015 to 337 in 2016



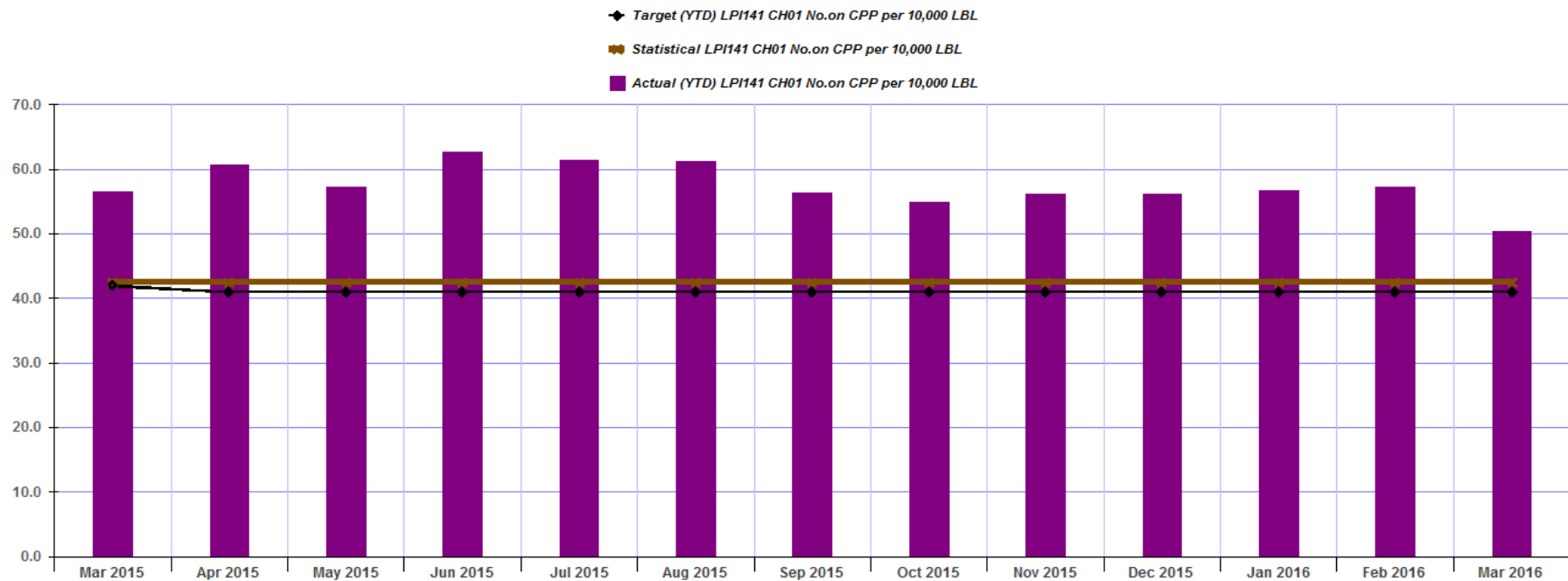
Research by the Association of Directors Children’s Services in 2015 shows that the number of children subject to a Child Protection plan has risen by over 60% nationally. Despite the decrease in numbers of children in Lewisham subject to a child protection plan, Lewisham still has more children per 10,000 of the population subject to a child protection plan than its statistical neighbours. The rate of children subject to a child protection plan for Lewisham is 50.4 (source: CiN Census 2016) per 10,000 compared to 42.5 (CiN Census 2015) for our statistical neighbours and 42.9 for the national average.

Number of children subject to CPP at 31 March per 10,000 under 18

- The number subject to CPP at 31 March per 10,000 decreased from 56.5 in 2015 to 50.4 in 2016
- The number subject to CPP at 31 March 2016 per 10,000, 50.4 remains higher than statistical neighbours average 42.5 (2015) and the national average 42.9 (2015).

*DfE have not yet published Local Authority CiN Census outcome tables for 2016*

### CH 01 Number on CPP per 10,000 LBL under 18

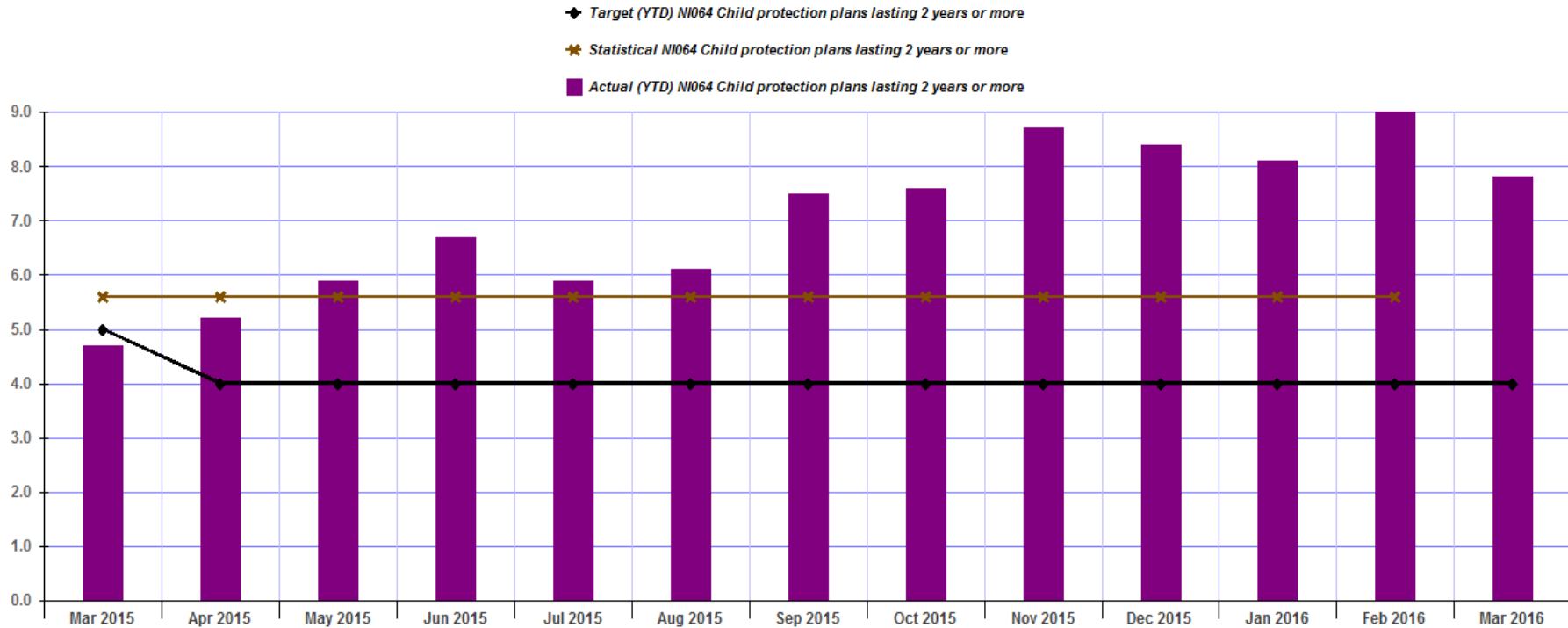


Various causal factors for this have been explored, such as practice decisions made to progress to Initial Child Protection Case Conference when the decision can be made to make a child subject to a plan and 'over cautious' decision making by child protection chairs. Subsequent audit undertaken within the Quality Assurance Service in 2015/16 has demonstrated that decision making is, on the whole, appropriate and children are not being made subject to plans without good reason.

However, the numbers of children subject to a plan can increase if these plans are of significant duration. The Local Authority measures the percentage of children subject to a child protection plan for two years or more. High numbers against this indicator suggests that children may be remaining on a plan without evidence of required change in the family home which would allow the multi-agency conference to end the child protection plan. The percentage of

children subject to a child protection plan for 2 years or more in Lewisham was 3.2% as at the end of March 2015 and this rose slightly to 3.9% as at the end of March 2016 compared to the statistical neighbours' average of 1.8% as at the end of March 2015.

**NI 64 Of CPP ceased during year, % of children on CPP 2 years+**



Given that, as previously noted, Lewisham has a higher rate of children subject to a child protection plan in the general population and a higher number than statistical neighbours (337 vs SN average of 284), this may be expected. An audit of children’s cases showed that there was a degree of evidence present to demonstrate that some plans could have ended earlier, which related to conference decision making; this coincided with the recruitment of new child protection chairs. An additional challenge is to ensure that the plans are sufficiently clear, focused and subsequently followed through to impact on required change.

The Ofsted Improvement Plan 2016 which flows from the inspection findings reported in January 2016, has identified actions to help address this issue and includes a development and training programme for child protection chairs, and social work teams to address consistency in the quality of child protection plans.

It is anticipated that the training will also lead to quicker cessation of plans when the key risks experienced by children in the family home are mitigated. We will also implement a first line manager development programme, to include supervision development, linked to our Teaching partnership with both Greenwich and Southwark Local Authorities as well as Goldsmiths University.

In order to ensure that services for children are progressing sufficiently well to end child protection plans, a manager of the child protection chairs in partnership with the Family Support Service reviews every child on a plan for more than 12 months to monitor the progress made in respect of the multi-agency plan for the child. Recently we have reduced this timescale to those children on a plan for 9 months or more.

This activity is captured in reporting presented to the Senior Management Team in Children's Social Care at the monthly quality assurance meeting. Work on proportionate decision making with new child protection chairs has already started and has resulted in the reduction of this number (of children subject to plans for 2 years or more). This indicator saw a steady decrease from October 2015 through to the end of March 2016.

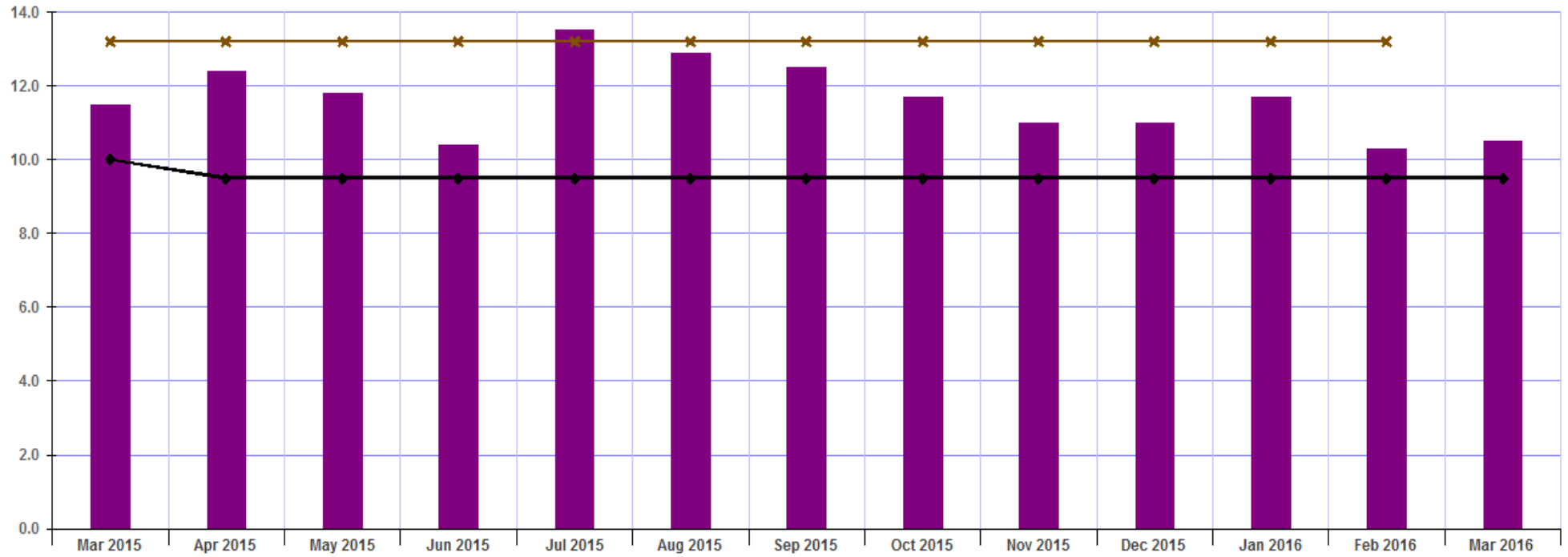
This is a complex indicator that requires a balance between evidence of sustained progress and change for a child being achieved at home, and the number of children overall subject to the scrutiny of a child protection plan. If child protection planning fails to test sustained change, families may revert to harmful behaviours once the plan has ended.

Lewisham is likely to continue to have slightly higher numbers of children subject to a plan for two years or more, as unlike statistical neighbours, the practice in Lewisham has been to track the welfare of children who are the subject of a Supervision Order under a child protection plan. The court grants a Supervision Order at the end of care proceedings if the threshold of harm is proven and where a judge decides that it is in the best interest of the child to remain with his or her parents or a member of their family.

The Local Authority also closely monitors the percentage of children subject to a child protection plan for a second and subsequent time. Lewisham has fewer children who have been made subject to a plan a second or subsequent time compared to statistical neighbours. As at the end of March 2016, 10.5% of children were the subject of second or subsequent episodes of child protection planning compared to 13.2% for our statistical neighbours and 16.6% national average. This is a 1% reduction for Lewisham on the previous year.

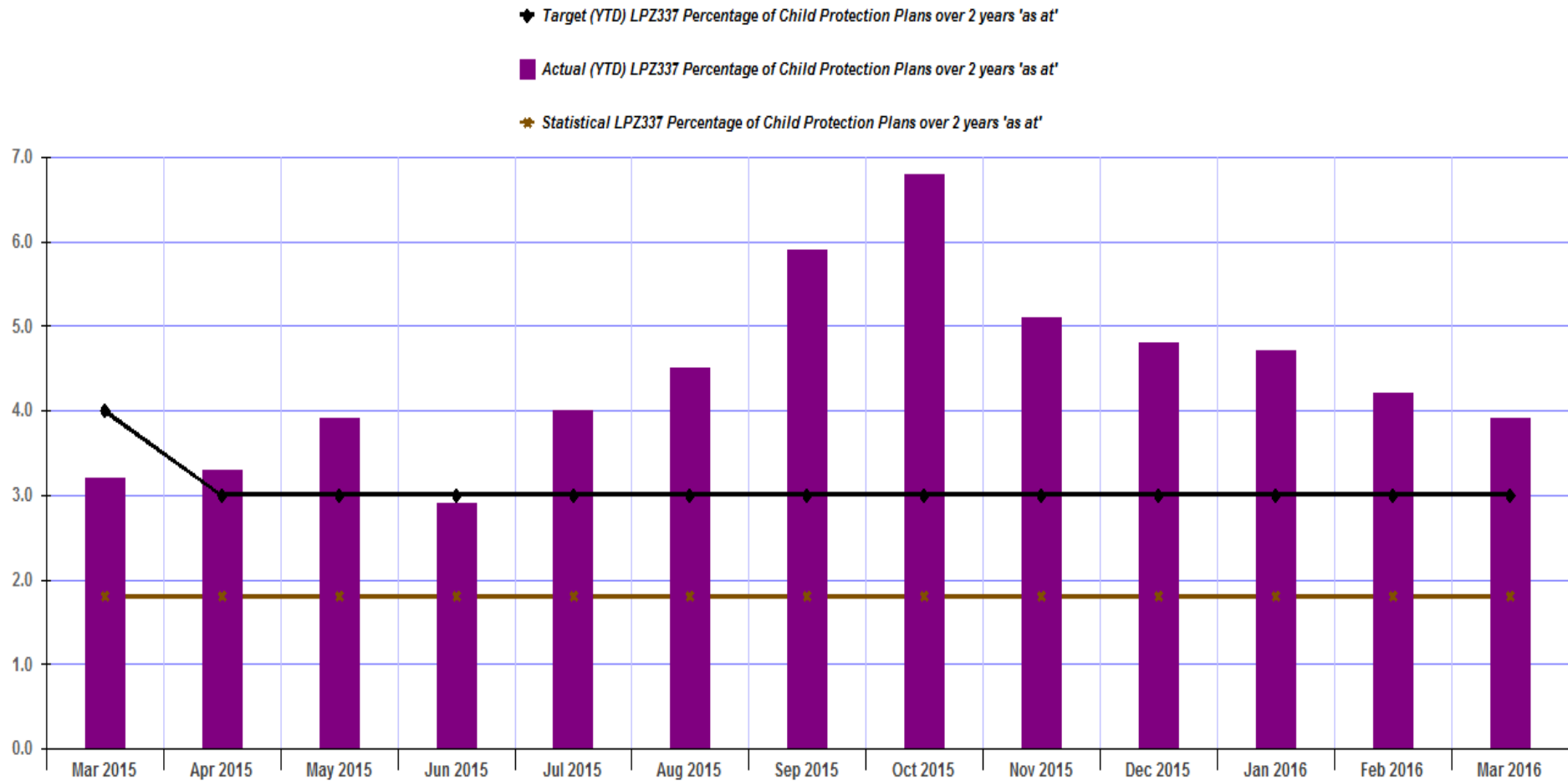
### NI 65 % children subject to CPP for second or subsequent time

- ◆ Target (YTD) NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time
- ✱ Statistical NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time
- Actual (YTD) NI065 Children becoming the subject of a Child Protection Plan for a second or subsequent time



% of Child Protection Plans over 2 years 'as at'

## LPZ 337: Percentage of Child Protection Plans over 2 years 'as at'



The categories of children subject to a plan (%) has remained roughly the same over the last 5 years. The category of neglect has always featured as the largest category during this time.

A snap shot taken in December 2015 showed that white British children are consistently over represented in this category (neglect) given that 60% of the 0-19 population and 77% of the school population are of Black and minority ethnicity in Lewisham.

Although the underlying factors impacting on White British families in this cohort need to be further scrutinised, evidence suggests these plans relate to the following areas; substance abuse, parenting/carer neglect, inter-generational neglect and factors arising from learning disabilities.

Most children assessed as being emotionally abused or neglected have been exposed to domestic abuse in the family home. White British children feature disproportionately in this cohort as do children of mixed heritage.

Since September 2015, an Independent Domestic Violence Advocate has been located in the Referral and Assessment Service to offer support and advice and to work directly with families to prevent further occurrences of domestic abuse. Social Workers routinely attend MARAC (Multi-Agency Risk Assessment Conference) to discuss service user needs relating to domestic abuse. The MARAC is a monthly risk management meeting where professionals from share information on a multi-agency basis relating to high risk situations where domestic abuse is a concern in order to develop a multiagency risk management plan.

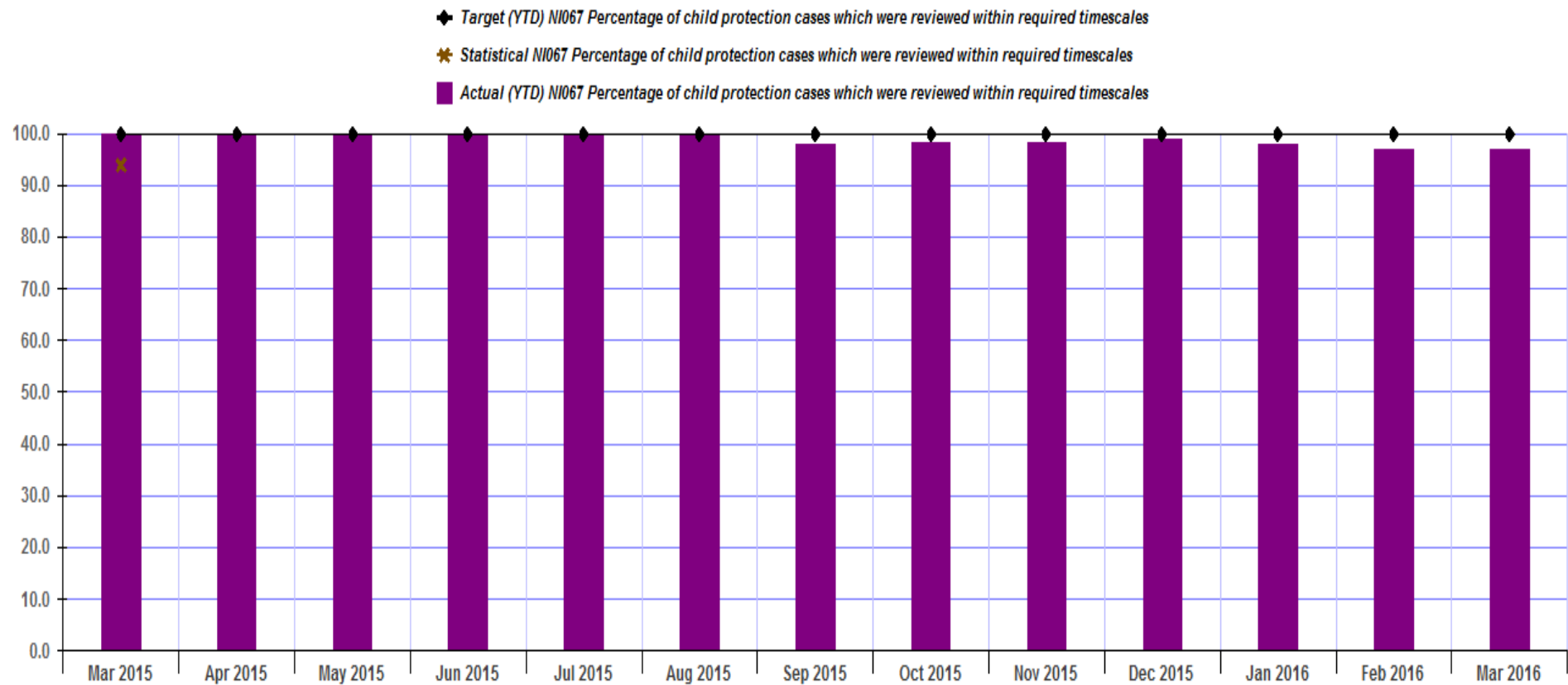
The numbers of children subject to a child protection plan for sexual abuse has ranged from 5% to 7% of all children subject to a plan for the last 5 years. Where sexual abuse is identified, action is taken to remove the perpetrator from the family home and empower the non-abusive parent or carer where possible. There has been a steady rise in the number of children aged 11 to 14 years being subject to a child protection plan. This links to a focus on child sexual exploitation and criminal exploitation in the partnership.

### % of Children subject to CPP at 31 March whose reviews (all) were on time during the year

- The % whose reviews were on time has decreased from 100 in 2014-15 to 96.9 in 2015-16
- The % whose reviews were on time, 96.9 is higher than statistical neighbours average 93.8 (2015) and the national average 94.0 (2015).

DfE have not yet published Local Authority CiN Census outcome tables for 2016

### NI 67 % child protection case reviews on time (PAF C20)





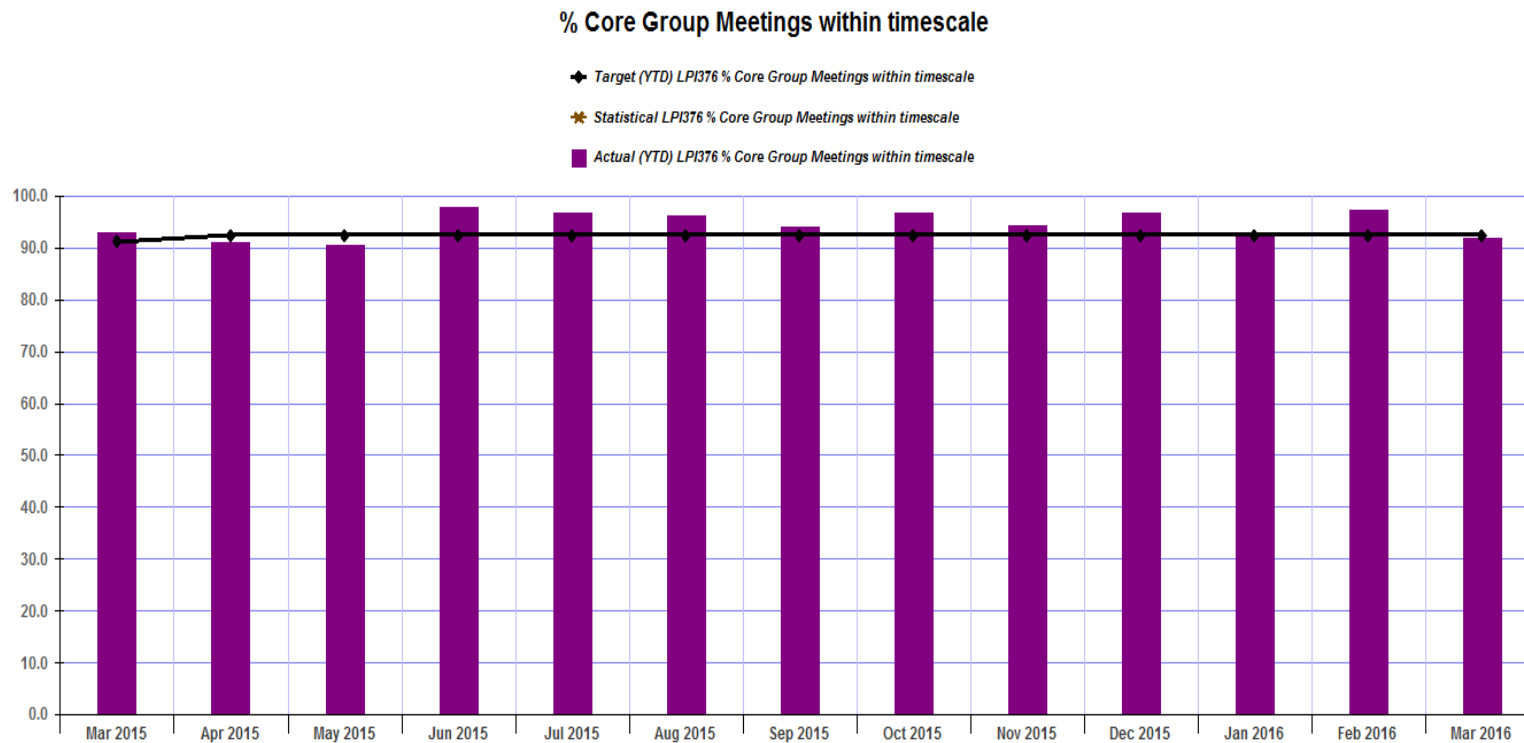
## % of children whose Core Group Meeting was on time (each month)

The Core Group's task through the child protection plan is to reduce the risks, or prevent the occurrence of further significant to the child, and safeguard the child's wellbeing to the point where the child no longer requires a plan of protection. The first meeting takes place within 10 working days of the Conference and six weekly thereafter.

A Child Protection Review Conference is normally convened three months after the initial case conference and then at intervals of not more than six months. The purpose of the Review Conference is to review the safety, health and development of the child in line with the actions set out in the Child Protection Plan, to ensure that the child continues to be adequately safeguarded and to consider whether the Child Protection Plan should continue, change or whether it can be discontinued.

- The % whose Core Group Meeting was on time has decreased from 93.0 in March 2015 to 91.8 in March 2016, although is variable month on month (average for 2015-16 is 94.5)

*Benchmark data for this local measure is not available*



### 3.11 Children Looked After

The majority of children in care are looked after because they have been neglected and/or physically, sexually or emotionally harmed by their parents; or are unaccompanied asylum seeking children. Children in Care can be living with foster carers (sometimes the foster carers are friends or relatives of the child), at home with parents under the supervision of Children's Social Care, in residential care or in other settings such as secure units, schools or hospitals. 53% of the cohort are male whilst 47% are female. In terms of age 51 children are aged 0-4, 113 aged 5-11 and 301 aged 12-17 (figures march 2016)

Within the categories young people aged 16/17 are over represented. Of those that enter care at these age, the reasons relate in the main, to remands via the criminal justice route, unaccompanied asylum seekers and family breakdown leading to homelessness.

Lewisham has a rate of 69.3 children in care per 10,000 of the population compared to the average national rate of 66.8 per 10,000, based on last year's figures (14/15) this puts us slightly higher than our statistical neighbour group. The national benchmarking data for 15/16 has not yet been published.

At the end of March 2016 we had 465 children in care compared with 486 in March 31<sup>st</sup> 2015

Children in Care often have poorer outcomes than the non-looked after children. A high proportion, (67%) have special educational needs (SEN) and they are over-represented in the prison population and as adults in mental health institutions. These challenges make it all the more important that all partners across the partnership work together to help looked after children succeed and fulfil their ambitions.

### 3.12 Placement Stability

Placement stability is a key indicator and there is a co-dependency between placement stability, school attendance and positive progress and attainment for Children in Care. At the end of March 2016, 71% of our Children in Care children who had been looked after for two and a half years had been in the same placement for over two years.

17.9 % of our Children in Care are placed more than 20 miles away from Lewisham Borough.

Children looked after have independent reviews to ensure their care plan meets their needs and is progressed to ensure they achieve positive outcomes At March 2016 98.2% of these reviews had been undertaken on time.

11.5 % of Children In Care aged 10-17 who have been looked after for more than 12 months had a conviction, final warning or committed an offence in the previous 12 months.

We never place children in care settings or schools, which are not graded as 'Good' or 'outstanding' by Ofsted. Should a children's home or school receive a lower judgement once a child is in place/attending, we look at the individual child's care plan to form a view about a move and if agreed, in what timescale.

### 3.13 Service Improvements for Children in Care

In the autumn 2015 Ofsted Inspection services for children were judged as being good overall.

Service restructuring in 2015 means Looked After Children and Care Leavers are now managed within the same team. A key driver for this change was to reduce the number of changes in social worker our young people experience. It also means the same manager has a longer term view of the care plan and is responsible for all the siblings within a family group. In the previous structure they could be spread across three teams. The Children in Care Council have confirmed that they welcome the changes, particularly the fact that they are no longer required to have a change of SW at sixteen.

### 3.14 Court Proceedings

The South London Care Proceedings Project is a joint initiative between the London Boroughs of Lewisham, Southwark, Greenwich and Lambeth. The objective of this project is to appropriately complete care proceedings within 26 weeks in line with Government targets. Lewisham has a higher rate of issuing care proceedings than our statistical neighbours and rates relating to this have remained consistent since 2011. The project has enabled Lewisham to reduce the average length of time that cases are in court, from 56 weeks in 2011 to 33 weeks by 2015. This has enabled the achievement of permanency for children in a shorter time frame, whilst reducing legal fees at the same time.

### 3.15 Safeguarding Children in specific circumstances.

Lewisham is a specified authority for Prevent work by central government to address radicalisation that affect children and young people.

The Prevent Lead has established an action plan in conjunction with the Lewisham Safeguarding Children Board and is in the process of rolling out specialist training called 'WRAP' to all Schools and Children's Social Care to help protect children from radicalisation. Where radicalisation is of concern, liaison will be undertaken with the Prevent team regarding the need for child protection procedures within agreed pathways to protect these children.

### 3.16 Voice of the Child

Young people have valuable ideas which can greatly help Lewisham. Young people are concerned about their future and it is important for them to be involved and have their voices heard. Lewisham encourages young people to participate and engage in the services on offer to them. There are three participation groups. These are Junior Children in Care Council, CiCC, Senior Children in Care and Care Leavers Forum who are encouraged to have a say in the services on offer to children in care. Our facilitation of the participation groups and involvement with them will allow young people to develop a sense of belonging and encourage them to take responsibility for themselves which is a key part to them becoming responsible adults.

Young people in the Children in Care Council (CiCC) have been involved in the interviewing of senior staff within the council and they feel that they have been listened to in terms of the hiring of senior members of staff. Their involvement in this process has allowed them to develop transferable life skills which in some way will increase their employability.

Lewisham has supported young people to be involved in International Voluntary trips. This has benefited the young people involved. These opportunities have helped young people develop a greater sense of pride and participation. It has broken down barriers and preconceptions, and has increased their knowledge, skills and confidence in working with children and young people who are less fortunate than themselves.

CiCC regularly meet with Corporate Parents and discuss issues raised by children in care. They have had discussions about keeping safe online, gangs and general health and wellbeing.

CiCC contributed to Lewisham's Children and Young People's Plan 2015–2018. The plan is about how our partner agencies work together to improve outcomes and life chances of our children and young people.

CiCC want children and young people to:

- Be involved in designing services of the future
- Contribute to and benefit from involvement in their local communities
- Feel that they are being heard and valued
- Be able to make a difference.

#### **Benefits of participation**

Opportunities for children and young people

- Personal development
- Self confidence
- Influence decisions which affect their lives
- Feel valued and empowered
- Involvement in commissioning services and recruiting staff

Opportunities for organisations

- Services that are responsive to children and young people's needs and concerns
- Services and policies designed for actual rather than presumed needs
- Become more accessible to children and young people
- Provide a more effective service for children and young people

A series of consultation events with children and young people were undertaken by the LSCB with a key focus on staying safe. The events were very well received by the young people and raised awareness on key safeguarding issues affecting many young people across Lewisham. In addition, the events also provided the Safeguarding Board with an opportunity to gain the views and voices of Lewisham's young people on these key safeguarding issues whilst providing them with signposting information on who they would need to speak to if they had concerns.

# CHAPTER 4

## 4.1 Multi Agency Safeguarding Training

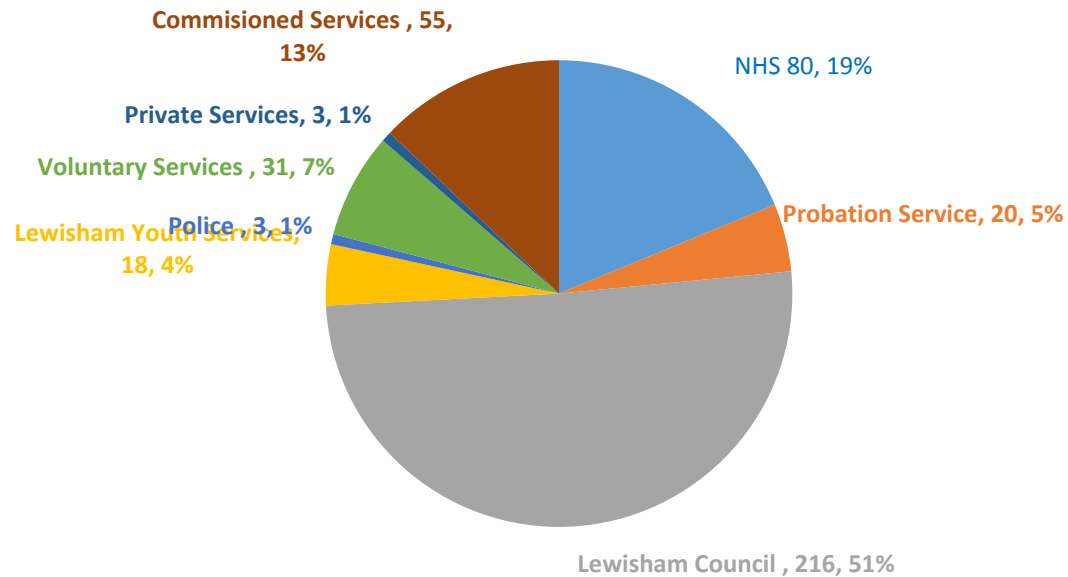
The LSCB commissions, monitors and quality assures the multi-agency safeguarding training for Lewisham.

A three point evaluation process monitors the quality and impact of safeguarding training on practice through scaling measurements recorded pre course, course completion and three months after the training is completed. Feedback gathered through evaluation processes indicates that LSCB Training is well received by multi-agency staff. Attendance at courses averaging at around 70%, and agencies are proportionately represented overall. Over 400 professionals across the partnership attended multi-agency training. Quotes from participants included the following:

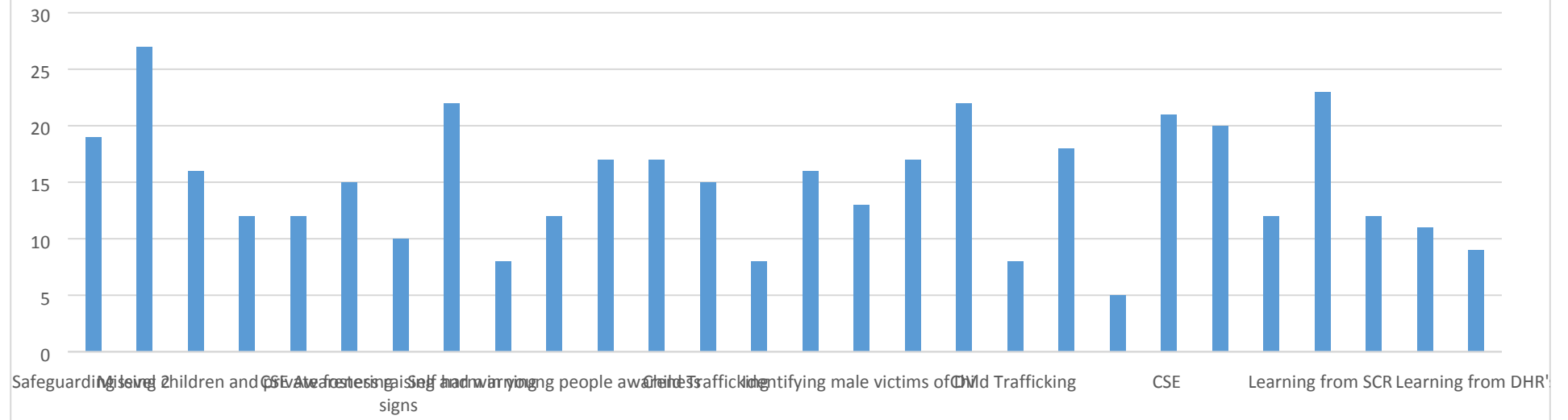
*“This training has broadened my knowledge and I feel much more confident about my safeguarding practice”*  
*“This training was a perfect balance of valuable information and gave some interesting case examples that brought the training to life”*

An evaluation of single agency safeguarding training provision was introduced and partner agencies were asked to present the outcomes of the evaluation of their in-house safeguarding children courses. In addition the LSCB received assurance on the effectiveness of the single agency training provided by individual partner agencies.

### LSCB TRAINING ATTENDANCE FOR 2015 - 2016 BY AGENCY



### Number of Applicants that attended the LSCB Training for 2015 -2016



## **Voluntary Action Lewisham Safeguarding training and support to faith groups – 2015-16**

The LSCB funded Voluntary Action Lewisham (VAL) to coordinate and deliver a one year safeguarding training and support programme to faith groups in Lewisham. The agreed target was to reach 100 people from faith groups. In the end 156 people participated which is around 50% more than the original target.

### **Results**

All 156 trainees were asked to give immediate feedback and 10% were followed up 3 - 6 months later to find out the longer term impact:

- 70% said feel more confident/clearer about CAF and how to use it
- 70% said they confident to make a referral to CSC if they needed to
- 80% had updated, written, or produced a safeguarding policy.
- 100% said the training and support had helped them improve their practice, e.g. they better listen better to CYP. Two courses with the deepest impact on learners was faith based abuse and safer recruitment

*'Raised awareness as a leader, what I should be looking for... if an incidence was to occur I would know what to do'*

*'When children go the toilet... not just any 'uncle or auntie' takes the child to the toilet... we're not taking things for granted'*

### **Recommended next steps**

25% requested safeguarding training as a future focus, so talks with the Adult Safeguarding Board are taking place. VAL would also like the LSCB to continue to support VAL to:

- reach 'hidden congregations' not formally part of an overseeing faith body in Lewisham and deliver safeguarding support and training to these groups, there are around 300 congregations in Lewisham so more work to do
- deliver more safeguarding training to West African faith groups and their network of churches especially as a high percentage of cases referred to the MASH relate to children from West African backgrounds.

# Safeguarding children for faith groups in Lewisham 2015-16

## Impact report



156 people participated in the programme



1125 people reached\*

88%

\*estimate based on cascading per trainee



7%



3%



3%

### Attendance by course

- 11 Designated person
- 13 Consultation
- 13 Essentials
- 13 Essentials in-house
- 18 Harmful cultural practices
- 18 Safer recruitment
- 19 Essentials in-house
- 37 Launch
- 37 Essentials in-house

### Referrals



- 70%** understand and know how to use the CAF
- 70%** understand and know how to make a referral

### Good practice



- 100%** improved their practise
- 80%** reviewed or produced a safeguarding policy



25%

requested training on adult safeguarding

**VAL**

**Voluntary Action Lewisham**  
Supporting local charities ■ Creating stronger communities



## Take-up of public v in-house training

**54%**  
participated in public training

**46%**  
participated in in-house training

### Our largest participating faith organisation

One of the largest West African churches in Lewisham



### Overall satisfaction



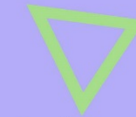
**99%** rated their courses excellent or very good

**100%** would recommend their courses

### Our approach

flexible

tailored



in-house

### Quotes

'Following the training I called a few pastors together... to discuss... we are trying to put something in place. If I didn't come for that course this wouldn't have happened!'



'...we came back [from the training], checked our policies, ensure updated and in line. E.g. FGM had to be incorporated into our policy after it was mentioned ...in the training'



'Volunteers are sometimes not as open because [in our setting] abuse are taboo subjects...[people] want to bury selves [in sand] and think abuse doesn't happen, so difficult to get message across [to my volunteers]'



### Quotes

'Raised awareness as a leader, what I should be looking for... if an incidence was to occur I would know what to do'

'I feel more confident..[and] know what to do if the need arises'

'When children go the toilet... not just any 'uncle or auntie' takes the child to the toilet... we're not taking things for granted'

### Funded by

Lewisham Safeguarding Children Board



# CHAPTER 5

## Allegations against adults working with children and the Local Authority Designated Officer (LADO)

It is a requirement of the Local Authority to appoint an officer(s) to manage child protection allegations of those within the Children's workforce

- 5.1 In quarter 1 (Q1), 2015/16 there were a total of 36 referrals, 28 (78%) of which were unsubstantiated, with 8 (22%) being substantiated. At this period, the greatest proportion of referrals came from primary schools (30%) with 16% coming from secondary schools. This is comparable to the number of referrals received from primary schools in 2014/15 (n=43). The second largest proportion of referrals came from the 'other' category (voluntary and community organisations, NHS and private providers) , with 6 referrals in this quarter (16%). Five (14%) came from early years' settings, namely a combination of childminders and nurseries. (See Tables 1 through to 4 below)
- 5.2 In the first quarter, there were 3 substantiated allegations in Primary Schools with one in a Secondary Schools, two in Early Years' settings and 2 in 'other' agency setting, **a total of 8 substantiated in Q1.**
- 5.3 In quarter 2 (Q2), 2015/16 referrals increased slightly from the previous quarter to a total of n=38. There was a decrease in the number of referrals from schools, with 7 (18%) referrals from primary and none from secondary schools. This may have been a result of this period incorporating the one and half month school holiday.
- 5.3 The highest number of referrals was from Early Years' settings with an increase of 29% in this quarter period. There were 3

allegations made against London Borough of Lewisham foster carers (7.8%) all of which were found to be unsubstantiated. Whenever an allegation is made against a Lewisham Foster Carer, the matter is taken to Lewisham Fostering Panel, the urgency of which is dependent upon the nature of the allegation (for example, if there is a criminal investigation running parallel to any LADO processes).

- 5.4 There were 5 allegations made against agency foster carers living in the borough, one of which was substantiated. Action was subsequently taken to ensure that the agency dealt with this allegation appropriately and all interested parties alerted to the outcome. Such small numbers in one area risks breaching the confidentiality of the individual should further details of the case be disclosed. However, it is necessary to assure the LSCB that LADO processes are concluded appropriately to safeguard children.
- 5.5 There were 12 allegations against professionals in other organisations. Seven of these allegations were substantiated, which was 53% of the total number of allegations made in this category. Again, appropriate action is taken when concluding the LADO processes. As with all other quarters, the greatest proportion of allegations were concluded to be unsubstantiated (n=27, 71%) for this quarter, with 11 of the total (29%) substantiated.
- 5.6 Of the 11 substantiated, 2 were in Primary Schools, none were in a Secondary, 3 in Early Years settings, 1 in Fostering LBL and 5 in 'other'.
- 5.7 Referrals rose significantly in Q3 & 4, 2015/16 to a total n=46 in this quarter, an increase of 7% of the total referrals received in the year. The majority of referrals came from Early Years settings, with a combination of nurseries and childminders, n=12 (26% of total referrals received). Three of the Early Years

referrals were found to be substantiated with n=9 unsubstantiated. Ten referrals came from primary schools (22%) with the majority (60%) being unsubstantiated or unfounded.

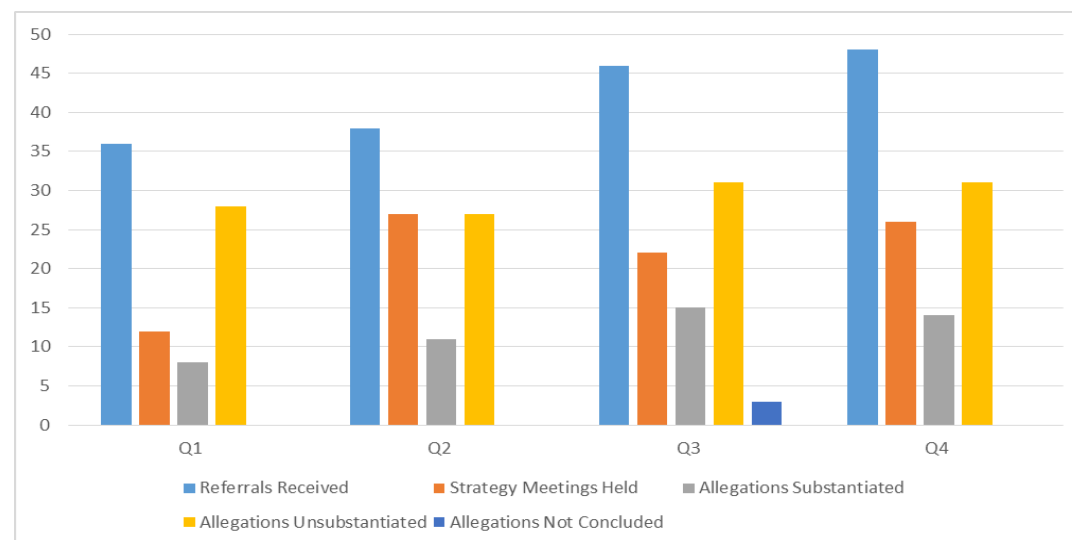
5.8 There was an increase in referrals from secondary schools, where there were none in the previous quarter, to n=6 (13%) in Q3 with one allegation being substantiated. There were 4 allegations against Lewisham foster carers with 1 being substantiated. Again, with appropriate action being taken to follow through on the nature of the allegation. The total amount of substantiated or founded allegations was 15 (32%) out of 46 of this quarter.

5.9 In Q4 there was a slight increase in allegations from 46 to 48 this quarter (4%). In this quarter, there was also an increase of referrals from primary schools to 16 (33%) and an increase to 7 referrals (14%) from secondary schools. A continued increase in referrals from early years services continued from 12 in the last quarter to 17 (35%) of this quarter's referrals. 4 out of 17(23.5%) of the allegations were substantiated in these settings. One of the primary school referrals was a private /independent school provision. There were 5 substantiated allegations in primary schools in the authority that came from voluntary aided or Lewisham primary schools and 2 substantiated allegations in secondary schools. In this quarter, there were no allegations against Lewisham foster carers or agency foster carers living in Lewisham.

2015/16 n	Referrals Received <sup>1</sup>	Strategy Meetings <sup>2</sup>	Allegations Substantiated	Allegations Unsubstantiated/ Not progressing to Strategy Meetings	Allegations Not Concluded
<b>Q1</b>	36	12	8	28	0
<b>Q2</b>	38	27	11		0
<b>Q3</b>	46	22	15	31	3
<b>Q4</b>	48	26	14	31	0
<b>TOTALS</b>	<b>168</b>	<b>87</b>	<b>48</b>	<b>117</b>	<b>3</b>

Not all referrals move to strategy meetings. Some referrals end with advice given by the LADO to the referring agency.  
Cases requiring strategy meetings and not the total number of meetings held per case.

Table 1: LADO Work 2015/16



LADO Data by Agency from 1 <sup>st</sup> April 2015 to 31 March 2016							
Substantiated Allegations							
2015/16 n	Primary Schools	Secondary Schools	Early Years	Foster Carers LBL	Foster Carers (Agency)	Other	TOTALS
Q1	3	1	2	0	0	2	<b>8</b>
Q2	2	0	3	0	1	5	<b>11</b>
Q3	4	1	3	1	0	6	<b>15</b>
Q4	6	2	4	0	0	2	<b>14</b>
<b>TOTALS</b>	<b>15</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>15</b>	<b>48</b>

LADO Data by Agency from 1 <sup>st</sup> April 2015 to 31 March 2016							
Unsubstantiated Allegations							
2015/16 n	Primary Schools	Secondary Schools	Early Years	Foster Carers LBL	Foster Carers (Agency)	Other	TOTALS
Q1	8	5	3	2	4	6	<b>28</b>
Q2	5	0	8	3	4	7	<b>27</b>
Q3	6	5	9	3	3	5	<b>31</b>
Q4	10	5	13	0	0	3	<b>31</b>
<b>TOTALS</b>	<b>29</b>	<b>15</b>	<b>33</b>	<b>8</b>	<b>11</b>	<b>21</b>	<b>117</b>

Referral by Agency	2015/16	2014/15
	n	n
Primary School	44	43
Substantiated	15	
Unsubstantiated	29	
Secondary School	19	10
Substantiated	4	
Unsubstantiated	15	
Foster Carer, Non-LBL	12	24
Substantiated	1	
Unsubstantiated	11	
Foster Carer, LBL	9	14
Substantiated	1	
Unsubstantiated	8	
Early Years	45	30
Substantiated	12	
Unsubstantiated	33	
Any Other	36	21
Substantiated	15	
Unsubstantiated	21	
Not concluded	3	
<b>Grand Total</b>	<b>168</b>	<b>142</b>

# CHAPTER 6

## What happens when a child dies or is seriously harmed in Lewisham?

### 6.1 Serious Case Reviews

Local Safeguarding Children Boards are required to consider holding a Serious Case Review (SCR) when abuse or neglect is known or suspected to be a factor in a child's death or when a child has been seriously harmed and there are concerns about how professionals may have worked together.

The purpose of a SCR is to establish whether there are lessons to be learnt from the case about the way in which local services work together to safeguard children. Within the last calendar year the LSCB has commissioned one Serious Case Review in relation to a tragic incident when a young person committed suicide.

Lewisham is also providing information to a serious case review commissioned by Croydon. These reviews are both currently in progress and an informed decision will be made regarding publication of these cases in light of the possible risks of the child(ren) / family being identified.

### 6.2 Child Death Overview Panel

Working Together to Safeguard Children 2015 places duties on Local Safeguarding Children Boards (LSCBs) to review deaths of all children who normally reside in the area. This has been a statutory duty since April 2008. Child Death Overview Panels (CDOPs) are the means by which local LSCBs discharge this responsibility. Babies who are stillborn and planned terminations carried out within the law are excluded from the review.

LSCB must collect and analyse information about each death with a view to identify:

- Any case giving rise to the need for a Serious Case Review (SCR).
- Any matters of concern affecting the safety and welfare of children in the area of the authority.
- Any wider public health or safety concerns arising from a particular death or from a pattern of deaths in that area; and
- Put in place procedures for ensuring that there is a coordinated response by the authority, their Board partners and other relevant persons to an unexpected death.

Notifications to Lewisham CDOP are received from a number of sources including A&E departments, police, hospice and paediatricians. Information is collected and collated on each child prior to the child death review where panel members will discuss whether the death was preventable, that is, whether there were modifiable factors that may have contributed to the death. Panel members decide what, if any, actions could be taken to prevent such future deaths and make recommendations to the LSCB or other relevant bodies so that action can be taken. CDOP referred two deaths to the SCR panel during 2015-16 and they will be subject to a review.

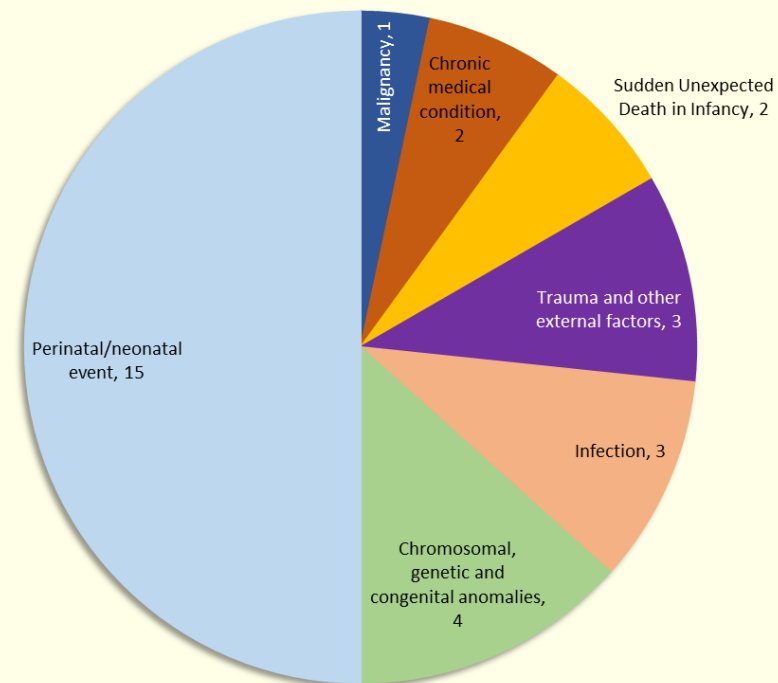
Lewisham CDOP received 23 child death notifications from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 of which 9 were unexpected deaths. This was the lowest annual number since reviews began in 2008. However a higher number (7) of the deaths occurred in the age group 13-17 years than in any previous year. Sadly two young people committed suicide and this prompted a wider piece of work with CDOP Chairs and Designated Doctors from South East London boroughs to establish whether there is a cluster and to discuss sector-wide actions and local good practice.

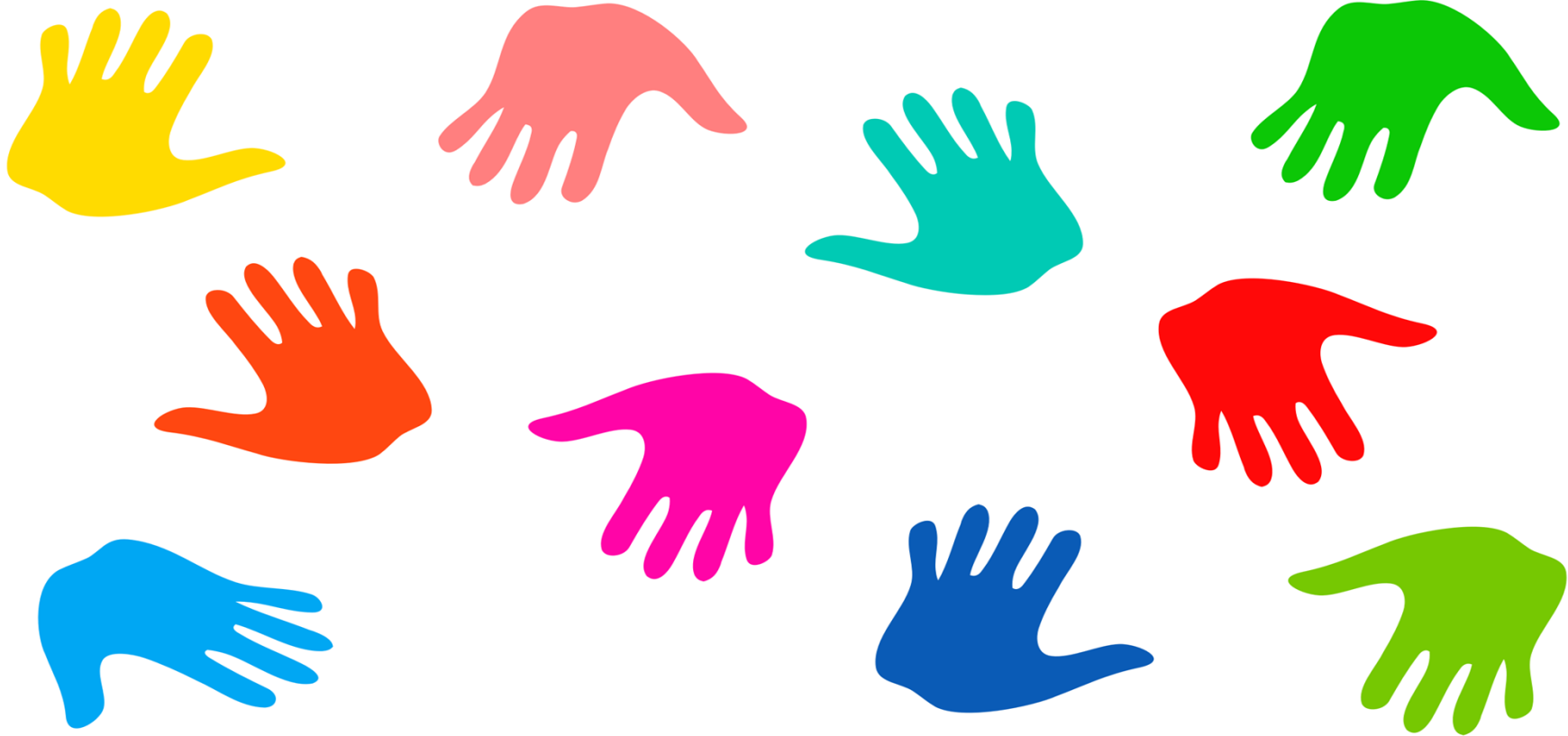
A total of 30 deaths were reviewed by Lewisham CDOP over the course of 2015/16. Half of these deaths were related to perinatal/neonatal events, extreme prematurity being the leading cause of Death in Lewisham and nationally. In line with one of the main purposes of CDOP, i.e. to learn from the tragic deaths of children in order to prevent future deaths, Lewisham CDOP has initiated a number of work programmes to ensure learning is disseminated among partner agencies. These include:

- Implementation of a Safer Sleep/Prevention of SIDS campaign.
- Prevention of Prematurity research programme at LGT supported by academic partners, commencing 1<sup>st</sup> August 2016.
- CDOP Newsletter sent out quarterly to Lewisham and Greenwich Hospital (LGT) staff, GPs and other partners to share learning from our reviews.
- Water Safety on Holiday – Prevention of Drowning campaign
- Development of a Bereavement Care Pathway for families and staff.

The chart below sets out the cause of death for the cases reviewed during 2015-16:

**Figure 3: number of deaths reviewed for children aged under 18 in Lewisham by cause of death, 2015-16**







Children and Young People Select Committee			
<b>Title</b>	Update on provisional school results 2016	<b>Item No</b>	7
<b>Contributors</b>	Head of Standards and Inclusion		
<b>Class</b>	Part 1	<b>Date</b>	12 October 2016

## 1. Recommendations

1. That the committee notes the continued improvement in outcomes for children at the end of the Early Years Foundation Stage.
2. That the levels of performance in Year 1 and at Key Stages 1 and 2 are noted and that whilst we continue to perform above the national and London averages for Writing, results for Reading and Maths are above national but below London averages.
- 1.3 That the levels of performance at Key Stage 4 and 5 have improved slightly, these continue to be a key priority for improvement
- 1.4 That a further report giving more detail and outlining progress on the borough's improvement strategy is received by the Select Committee in February 2017 after the validated data is published.

## 2. Introduction

- 2.1 This report summarises the borough-level 2016 provisional school results at the end of each Key Stage. At the time of writing this report, all results are provisional and subject to change for a number of possible reasons, which include re-marking of papers after appeals by schools and the removal of some children's results from the dataset due to the short time they have attended an English school. Results will not be validated until towards the end of 2016 and published early in 2017. There are results for children at the end of the Early Years Foundation stage, Key Stages 1, 2, 4, and 5.
- 2.2 There is a focus on reducing the gap in achievement between those children eligible for pupil premium funding (PP) and those who are not eligible. While eligibility for pupil premium is not the only indicator of disadvantage for young people in Lewisham, nationally and locally, children from the most disadvantaged families (as measured by those eligible for free school meals FSM) tend to do less well than their peers. Schools and local authorities have made it a priority to reduce this gap in attainment and this is reported in the performance data for schools and the local authority.

## 3. The Early Years Foundation Stage

- 3.1 Children at the end of the reception year are assessed using Early Learning Goals and are judged as to whether they have achieved or exceeded an overall good level of development (GLD). These results are only published at local authority level (not

school level). All Lewisham primary and infant schools have children who are aged 5 and are assessed at the end of the Early Years Foundation Stage. There are national and London averages with which Lewisham LA can compare itself, but these will not be available until later in the year.

<b>Table 1 - Percentage of children achieving or exceeding an overall good level of development (GLD)</b>				
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Improvement 2014-2016</b>
All children - Lewisham	75%	78%	79%	+ 4%
All children – London	62%	68%	20/10/16	TBC
All children – England	60%	66%	69% Provisional	+ 9%

Children eligible for FSM Lewisham	68%	71%	71%	+ 3%
Children eligible for FSM – London	52%	59%	20/10/16	TBC
Children eligible for FSM – England	45%	51%	20/10/16	TBC

Children not eligible for FSM Lewisham	78%	79%	80%	+ 2%
Children not eligible for FSM – London	65%	70%	20/10/16	TBC
Children not eligible for FSM – England	64%	69%	20/10/16	TBC

3.2 As can be seen from the above data, a further improvement in the number of children achieving or exceeding a GLD across the borough of 1% has been achieved in 2016. This 1% point improvement may not seem like very much, but as we have been the top ranked Local Authority at this stage for the last 2 years and top 2 since it started, improving further still is a significant achievement.

There is also an increase in the number of children who are eligible for free school meals achieving the benchmark. The gap between those children eligible for free school meals and those who are not has increased from 7% in 2015 to 8% in 2016. Provisional national figures also suggest, that the GLD for children eligible for FSM in Lewisham is still far better than that for all children nationally.

#### 4. Key Stage 1

- 4.1 When children are at the end of year 2, aged 7, or soon to be 7, they are assessed by teachers using the National Curriculum levels in reading writing and mathematics. Children are expected to achieve an expected standard based on scaled scores per subject.

The Key Assessment Standards for Key Stage 1 and 2 are the 4 in the table below, but in total there are 13 assessment standards, with the others being 4 Pre-Key standards and 5 attendance/submission issue codes.

<b>GDS</b>	Working at a greater depth within the expected standard	KS1 All and KS2 Writing
<b>EXS</b>	Working at the expected standard	All KS1 and KS2
<b>WTS</b>	Working towards the expected standard	All KS1
<b>HNM</b>	Has not met the expected standard	KS2 All and KS1 Science

There are national and London averages with which Lewisham LA can compare itself, but for 2016 these will not be available until later in the year. Comparisons between 2016 and previous years are not meaningful or valid as the assessment mechanisms and thresholds have changed so significantly.

**Table 2 - Attainment at the end of Key stage 1 - % Achieving**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016 EXS+</b>
Reading Level 2+ or EXS+	89%	91%	91%	79%
London average	89%	90%	91%	29/09/16
England average	89%	90%	90%	29/09/16

Reading Level 3+ or GDS	31%	34%	36%	28%
London average	28%	30%	33%	29/09/16
England average	29%	31%	32%	29/09/16

Writing Level 2+ or EXS+	85%	89%	89%	73%
London average	86%	87%	89%	29/09/16
England average	85%	86%	88%	29/09/16

Writing Level 3+ or GDS	20%	23%	25%	18%
London average	15%	17%	19%	29/09/16
England average	15%	16%	18%	29/09/16

Mathematics Level 2+ or EXS+	92%	94%	94%	78%
London average	92%	93%	93%	29/09/16
England average	91%	92%	93%	29/09/16

Mathematics Level 3+ or GDS	26%	28%	31%	22%
London average	23%	25%	28%	29/09/16
England average	23%	24%	26%	29/09/16

- 4.3 With the new measures of attainment, we are not able to see annual improvement based on outcome within the borough. The above data however Pre 2016 shows that Lewisham's Key Stage 1 results have been at, or mostly above, the London Region average and have bettered the National Average. The 2016 results for Key Stage 1 have not been published at this time and so we do not know where we stand in the nation or our region.

## 5. Key Stage 2

- 5.1 When children are in year 6, the last year group in the primary or junior school, before they transfer to secondary education they take standard assessment tasks (SATs) in reading writing and mathematics and are assessed by teachers as to their attainment in science. The combined reading, writing and mathematics results are the key bench mark for primary schools, with all children being expected to achieve the Expected Standard based on scaled scores.

- To be above the 'Floor Standard' each school must ensure that at least 65% of children meet the expected standard in English reading, English writing and mathematics; **or**
- The school achieves sufficient progress scores in **all three** subjects. At least -5 in English reading, -5 in mathematics and -7 in English writing.

The previous 'expected progress' measure, based on pupils making at least two levels of progress between key stage 1 and key stage 2, is no longer produced and will not appear in the performance tables

## 6. Key Stage 2 – provisional data

- 6.1 The table below sets out the Lewisham average and the national and regional averages (for comparison) of the SATs tests assessment of children at the end of year 6. Comparisons between this and previous years are not meaningful, as the attainment this year is based on the results compared to set scaled scores, whereas the prior results were based on reaching levels.

<b>Table 3 - Attainment at the end of Key Stage 2</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016* ( new assessment regime – not comparable to previous years)</b>
Lewisham combined Reading, writing, maths Level 4+ or Higher EXS	83%	80%	83%	55%
London average	79%	82%	84%	57%
England average	75%	78%	80%	52%
Lewisham combined Reading, writing, maths Level 5+ or Higher EXS	27%	28%	29%	6%
London average	24%	27%	27%	7%
England average	21%	24%	24%	5%

- 6.2 With the new measures of attainment, we are not able to see annual improvement based on outcome within the borough. We can however see that our 2016 average is 3% points better than the National, but we are 2% points behind our regional average. In 2015 we were also 3% points better than the National average, but only 1% behind the London average indicating that we are not fully keeping pace with other London boroughs.

We can though measure our annual performance in the rankings against other Local, Regional and National ranks through the published SFRs (Statistical First Release). In the national tables for 2016 we are ranked 48 out of 152 authorities, whereas last year we were 17<sup>th</sup>. Regionally (Inner London 14 authorities) we are ranked 11 out of 14, whereas we were joint 5<sup>th</sup> in 2015.

## 7. Key Stage 2 - Pupil Premium data

<b>Table 4 - Pupil premium attainment at the end of Key Stage 2</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b> ( <i>new assessment regime – not comparable to previous years</i> )
Lewisham Pupils eligible for PP funding who achieve EXS+/L4+ combined	75%	72%	77%	39%
Gap between PP funded pupils and the cohort overall	8%	8%	7%	15%
Lewisham Pupils eligible for PP funding who achieve Higher EXS/L5+ combined	16%	19%	18%	6%
Gap between PP funded pupils and the cohort overall	11%	9%	11%	16%

7.1 With the new measures of attainment, we are not able to see annual improvement based on outcomes within the borough year to year.

<b>Table 5 - Summary of Key Stage 2 achievement in reading, writing and mathematics</b>				
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b> ( <i>new assessment regime – not comparable to previous years</i> )
<b>READING</b>				
Lewisham Reading Level 4+ or Higher EXS	90%	88%	91%	66%
London average	86%	90%	91%	68%
England average	86%	89%	89%	66%
Lewisham Reading Level 5+ or Higher EXS	50%	51%	51%	19%
London average	45%	51%	51%	20%
England average	45%	50%	52%	19%

**Table 5 - Summary of Key Stage 2 achievement in reading, writing and mathematics**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b> (new assessment regime – not comparable to previous years)
<b>WRITING</b>				
Lewisham Writing Level 4+	88%	89%	90%	77%
London average	84%	88%	89%	76%
England average	83%	85%	87%	73%

Lewisham Writing Level 5+	37%	40%	44%	18%
London average	32%	36%	40%	17%
England average	30%	33%	36%	15%

<b>MATHS</b>				
Lewisham Maths Level 4+	90%	86%	87%	72%
London average	87%	89%	90%	76%
England average	85%	86%	87%	70%

Lewisham Maths Level 5+	46%	44%	42%	18%
London average	45%	47%	46%	22%
England average	41%	42%	44%	17%

7.2 With the new measures of attainment, we are not able to see annual improvement based on outcome within the borough. The above data however does show we are ahead of the national average and slightly below our London Region average for Reading and Maths. This year we continue to be marginally above the London Region average for Writing.

## 8. Expected or exceeding expected progress

- 8.1 The system of national curriculum levels is no longer used by the government to report end of key stage assessment. The previous 'expected progress' measure, based on pupils making at least two levels of progress between key stage 1 and key stage 2, is no longer produced and will not appear in the performance tables.

<b>Table 6 - Progress from Key Stage 1 to 2: % making expected levels of progress</b>			
	2014	2015	2016
Expected or above expected progress at combined level 4+	92%	91%	N/A

## 9. Key Stage 4

- 9.1 Secondary schools cover two key stages of the National Curriculum, Key Stage 3 and Key Stage 4. There are no public examinations for young people at the end of Key Stage 3, but when they are 16 or nearly 16, they take GCSE examinations. The national benchmark is passing at least 5 GCSE examinations with a good grade (A\* - C) which includes English and mathematics. Other results are also noted and reported. Progress since the end of Key Stage 2 is also measured. It is expected that young people will make 3 levels of progress during Key Stages 3 and 4. There are national and London averages with which Lewisham LA can compare itself, but for 2015 these will not be available until later in the year.
- 9.2 From 2016 there will be different measures for Key Stage 4 outcomes, so this is the last year of the current regime. The headline measures of secondary school performance will be:
- Progress across 8 subjects (which is known as Progress 8)
  - Attainment across 8 subjects (which is known as Attainment 8)
  - The percentage of pupils achieving a C grade or better in both GCSE or iGCSE English and maths (Basics)
  - The English Baccalaureate

## 10. Key Stage 4 – Provisional data

	2013	2014	2015	2016	Improvement 2013 - 2016
Lewisham GCSE 5A* - C inc. En & maths	58%	52%	52%	54%	+2%
London average	65%	62%	61%	13/10/16	-
England average	61%	57%	54%	13/10/16	-



Lewisham GCSE Basics -- A*-C in English & Maths	59%	55%	54%	56%	+2%
London average	66%	64%	63%	13/10/16	-
England average	61%	59%	56%	13/10/16	-

	2013	2014	2015	2016	Improvement 2013 - 2016
LA English Baccalaureate	19%	17%	19%	22%	+3%
London average	29%	30%	31%	13/10/16	-
England average	23%	24%	23%	13/10/16	-

10.1 Overall results have increased slightly as an average across the borough although there is variability between schools.

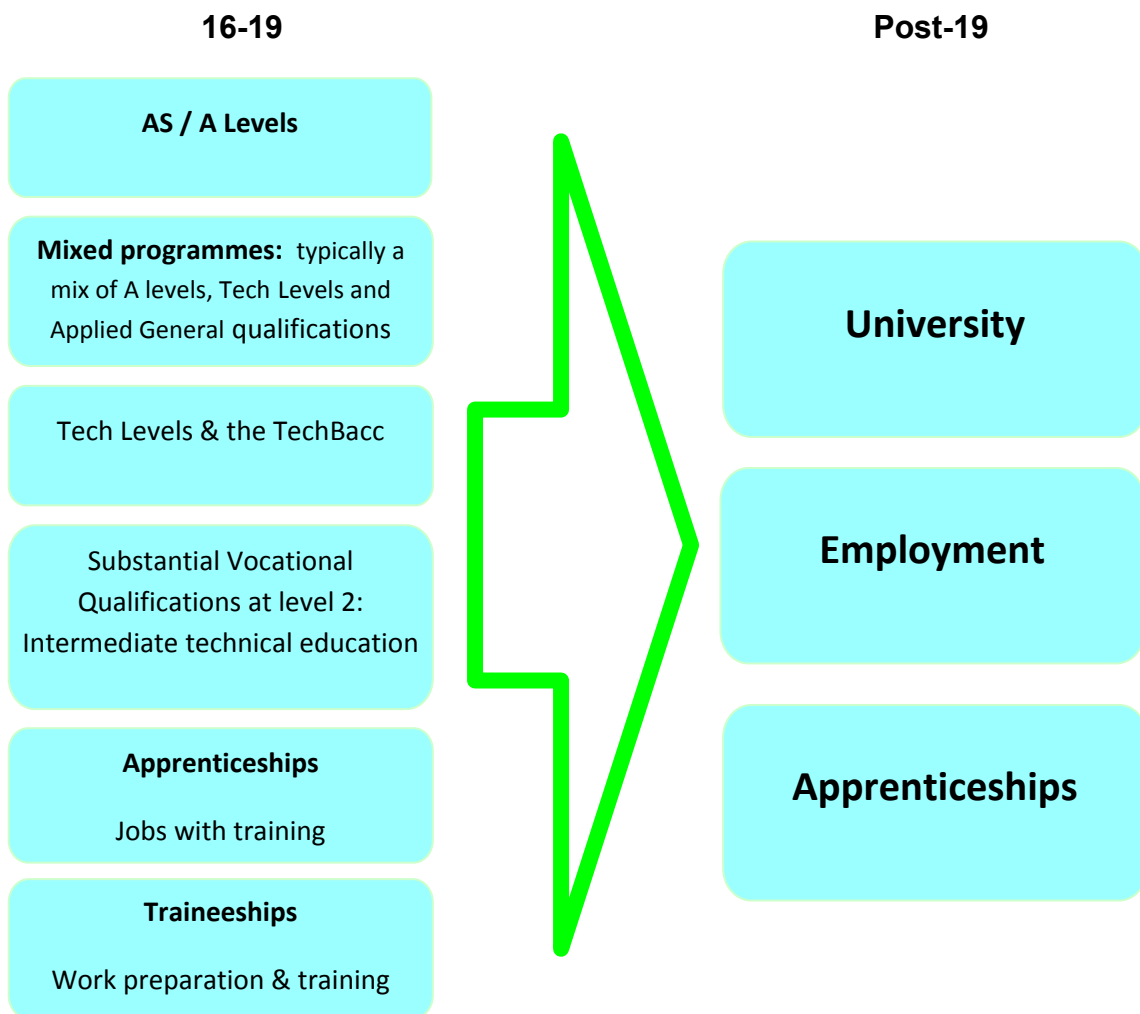
10.2 Even allowing for this volatility and the challenges experienced this year, it is possible that Lewisham will remain at the bottom of the London league table. This is clearly unacceptable and there will be a further report setting out the actions in place jointly across schools and the local authority to make rapid improvements to this position.

## 11. Key Stage 5

11.1 Since September 2013 all young people are under a duty to participate in education or training until the end of the academic year in which they turn 17. From September 2015, this will rise to their 18th birthday. Young people (aged 16-19 (up to 25 for young people with learning disabilities)) are required to study or train in one of three routes:

- Study full-time in a school, college or with a training provider;
- full-time work or volunteering combined with part-time education or training; or
- an Apprenticeship or Traineeship.

11.2 In terms of post-16 participation and education young people can choose an academic or vocational progression route and have the opportunity to participate through a number of pathways:



- 11.3 The Key Stage 5 results in Lewisham have stayed the same since last year. Results nationally are also the same in most A level entry indicators. The borough results are the same as the national average for pass rate (A\*-E) - National 98%; Lewisham 98%.
- 11.4 The top grades (A\*-B and A\*-C) are down both by 4% points and the gap has increased, we are still some way off the national averages. 63% of entries were at Grades A\*-C, down 4% on last year (national average still 77%) and 37% at Grades A\*-B, down on last year (national average still 53%).
- 11.5 The results below focus on A level entries for schools/colleges. The published results in October and January will look at important measures such as the percentage of students with two A levels, point scores etc. These results are not yet comprehensive particularly in terms of A level equivalents - and these are very important for many of our students.

	2014	2015	2016	Improvement 2013 - 2016
% of students at least 2 A levels grades A* - E	94%	88%	13/10/16	-6%
England average - state funded	92%	91%	13/10/16	-1%

Grades 3 AAB or higher in at least 2 facilitating subjects	5%	6%	13/10/16	1%
England average – state funded	12%	12%	13/10/16	Same

% of entries graded A* - B	36%	37%	33%	-4%
England average	52%	53%	53%	0%

% of entries graded A* - C	65%	67%	63%	-4%
England average	77%	77%	77%	Same

% of entries graded A* - E	98%	98%	98%	Same
England average	98%	98%	98%	Same

APS per A level student	696	695	639	-57
England average – state funded	773	772	701	-72

## 12. Conclusion

- 12.1 This report has been prepared prior to the publication of most National and Regional results, which would all be provisional status (Key Stage 2 was published). Improving educational outcomes for young people is a top priority for the council and its partners. The work in partnership with schools, following on from the work of the Education Commission to improve standards will be the subject of a separate report to the committee.

**13. Financial implications**

13.1 There are no direct financial implications arising from this report.

**14. Legal implications**

14.1 The local authority has a statutory duty to promote high standards and fulfilment by every child of their educational potential.

**15. Crime and disorder implications**

15.1 There are no specific crime and disorder implications arising from this report.

**16. Equalities implications**

16.1 The report includes data on performance of Pupil Premium pupils where this is available. Full analysis of the results will consider gender, ethnicity and other factors.

**17. Environmental implications**

17.1 There are no specific environmental implications arising from this report.

**18. Background documents and originator**

18.1 None.

If there are any queries on this report please contact Kate Bond, Head of Standards and Inclusion

<b>CYP SELECT COMMITTEE</b>			
<b>Report Title</b>	<i>The Transfer of Lewisham Music Service</i>		
<b>Key Decision</b>	Yes	Item No.	8
<b>Ward</b>	All		
<b>Contributors</b>	Executive Director for Children and Young People and Head of Law		
<b>Class</b>	Part 1	<i>Date:</i>	12 October 2016

## 1 Introduction and summary

- 1.1 In January 2016 the Mayor and Cabinet agreed that in order to safeguard music education for young people in Lewisham the preferred option is to spin out the Music Service into a charitable trust. It was also agreed that the outcome of the consultation on this proposal, a business case for the transfer, and budget and governance plans would be brought to a future Mayor and Cabinet meeting (see Appendix 1).
- 1.2 This paper is based on the paper that was prepared for the Mayor and Cabinet meeting on 7 September 2016. It sets out the background and rationale for the Music Service's proposals to spin out of Lewisham Council from April 2017 and transfer its operations to a charitable entity, *Lewisham Music* (working title). The background documents are the same as those presented to Mayor and cabinet on 7 September and they include a link to the 13 January 2016 Mayor and Cabinet report, a report on the consultation with users, stakeholders and staff carried out between 11 May and 7 June 2016, a business case for the transfer of the Music Service, a table analysing the advantages and disadvantages of different charity models, and a risk register.
- 1.3 The Mayor and Cabinet agreed the recommendations listed below. See <http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MIId=4304> (item 7).

## 2 Purpose

- 2.1 The purpose of this paper is to inform the CYP Select Committee on the progress of the Music Service transfer proposals.

## 3 Recommendations

- 3.1 CYP Select Committee is asked to comment on the report. On 7 September 2016 the Mayor and Cabinet accepted the following recommendations:

- 3.1.1 Note the responses from users, stakeholders and staff from the consultation about the future of the Music Service which overwhelmingly support the Service's proposal that it becomes an independent charity (see section 6 and Appendix 2).
- 3.1.2 Agree the business case for the transfer of the Music Service to charitable status (see Appendix 3).
- 3.1.3 Note that the Music Service is a named resident organisation in the Fellowship Inn development proposed by Phoenix Community Housing and supported by the Heritage Lottery Fund (see 10.2 and 10.3).
- 3.1.4 Support the setting up of a new charity, *Lewisham Music* (working title), in anticipation that once established Lewisham Music Service transfers into this new organisation.
- 3.1.5 Comment on the proposed governance structure for *Lewisham Music* (see section 7).
- 3.1.6 Note that a final decision on the future of the Music Service will be made at a Mayor and Cabinet meeting in January 2017 or as soon thereafter as possible, on presentation of a Business Plan for *Lewisham Music* and details of the transfer terms.

#### **4 Decision of Mayor and Cabinet**

- 4.1 Lewisham Music Service has delivered music education services to schools and young people on behalf of Lewisham Council since 1999. In past years Council financial support has been provided for premises and pupil fee concessions, but since 2011 the Council has provided only in-kind support for the Service through the provision of administration and management services including HR, finance, payroll, IT and office space at Laurence House.
- 4.2 Since 2012 the Service has taken on the additional role of operating as a music education hub financed with Department for Education (DfE) funding administered by Arts Council England (ACE). Lewisham Music Service and Hub, which connects up a network of over 25 partner and associate organisations with all Lewisham's schools and academies, has consistently received a 'minor risk' rating from ACE, the highest endorsement it can receive.
- 4.3 Survey data from 2014/ 2015 shows that 95% of parents and carers and 100% of schools would recommend the services of Lewisham Music Hub to others. 95% agree that the Hub offers high quality music learning.
- 4.4 The ACE music education hub grant for Lewisham for 2016/2017 is £403,894. This is provided in full to Lewisham Music Service. The Service receives no other core grants. No announcements have yet been made

about funding beyond 31 March 2017. It is expected that the DfE will decide on future music hub funding in autumn 2016.

- 4.5 The Service and its hub partners deliver music learning to over 6,000 children and young people each week. The hub also supports an extensive project and live events programme which this year saw 3,250 children perform to 5,000 audience members in a range of regional and local venues including the Barbican Centre, Broadway Theatre, Blackheath Halls and local schools.
- 4.6 There are further details about the work of the Music Service and Hub in Appendices 1 and 3, and on its website [www.lewisham.gov.uk/musichub](http://www.lewisham.gov.uk/musichub)
- 4.7 An item on the future of the Music Service will be included in the CYP Select Committee agenda on 12 October 2016.

## 5 Policy Context

- 5.1 The proposals within this report are consistent with the Council’s corporate priorities as set out in the Borough’s Sustainable Community Strategy 2008-2020. In particular, the proposals relate to the Council’s priorities regarding

- community leadership and empowerment
- young people’s achievement and involvement
- protection of children
- caring for adults and older people
- inspiring efficiency, effectiveness and equity.

The proposals are also in line with the Children and Young People’s Plan 2015-18 and the four outcomes of building child and family resilience, being healthy and active, raising achievement and attainment, and staying safe. The objectives and performance measure for children and young people’s engagement with music is children’s musical engagement is captured within priority aim HA6 (encouraging access to and usage of culture, sport, leisure and play activities).

- 5.2 A detailed business case for the proposed transfer of the Music Service to charitable status has been prepared in consultation with the Transfer Steering Group and Music Hub Strategy Board (see Appendix 3). Officers propose that this is the best option in order to safeguard the future of the Service and create a sustainable organisation that will continue to deliver high quality music education for young people. A new structure also creates the potential to offer cultural enrichment to borough residents of all ages.
- 5.3 The benefits for both users and the Council are summarised in the business case and are as follows:

<b>Residents, schools and stakeholders</b>	
Strategic benefits	<i>Sustainable future for diverse and affordable music education services and cultural opportunities. Scope for developing new musical and cultural initiatives e.g. music for families and communities.</i>
Financial benefits	<i>Charitable donations and tax reliefs to support under-</i>

	<i>represented and disadvantaged groups. Charity tax reliefs and new funding from trusts and foundations safeguards the future and support new programmes in a time of economic difficulty.</i>
Operation and delivery benefits	<i>Improved service delivery through increased flexibility and efficiency. Access to new fit-for-purpose premises.</i>

<b>Lewisham Council</b>	
Strategic benefits	<i>Continuation of high quality services for residents, schools and stakeholders. Positive contribution to strengthening the arts and social enterprise sector.</i>
Financial benefits	<i>Cost savings through externalisation of back office functions. Reduction of financial risk should government funding reduce or be removed in the future.</i>
Operation and delivery benefits	<i>Reduced workload for Council officers and senior managers through transfer out of workforce and governance. Desk space and storage areas freed up for other Council departments.</i>

- 5.4 Subject to continued ACE funding and ACE's acceptance of its business plan, it is anticipated that *Lewisham Music* will take over the Music Service's current role as lead organisation of Lewisham's music education hub. ACE already supports many independent music services and hubs which have transferred out from local authorities across England; the Music Service's ACE relationship manager has indicated support for the Lewisham transfer proposal.
- 5.5 Following an options appraisal by the Music Service's legal team (Bates Wells Braithwaite (BWB)), Music Service officers recommend Charitable Incorporated Organisation (CIO) as the most appropriate model for the new charity. See Appendix 4 for a comparison of charity models. The CIO Foundation Constitution model is recommended, where the only voting members are the charity trustees (see section 7).

## **6 Consultation**

- 6.1 A consultation with staff members, users, stakeholders and partners was conducted through the Council's uEngage portal from Wednesday 11 May to Tuesday 7 June 2016. An information paper provided details on the Music Service's proposals. The questions that followed gave an opportunity for respondents to comment on current provision and on the charity transfer plan, as well as a chance to offer up any alternative options to those put forward in the paper. The staff information paper also included the staff structure and Lewisham Council TUPE guidelines.
- 6.2 Representatives of the Council recognised unions (Unite, Unison, GMB, and NUT) were informed of the consultation and discussion meetings. NAS/UWT, NAHT, Musicians' Union and Incorporated Society of Musicians representatives were also informed.



- 6.3 The consultation was promoted by the Music Service through its website, the music hub e-newsletter, social media systems, and by email directly to all staff, Lewisham schools, music hub partners and parents and carers on its database. Information was also circulated to school headteachers and governors via the School Improvement Team's Weekly Bulletin.
- 6.4 The Head of Service attended a meeting with Lewisham's Young Advisers to talk through the proposals. The Young Advisers group publicised information about the consultation through social media.
- 6.5 Drop-in consultation meetings were held on 21 May and 26 May and staff members, users and stakeholders were all invited. There was a booking system in place for face-to-face meetings with the Head of Service. Overall, 2 parents and no members of staff attended, and no face-to-face meetings were requested.
- 6.6 The Council's CYP communications team prepared a press release and social media campaign to help disseminate information about the consultation to a wider audience in the borough including through the Lewisham Life e-bulletin.
- 6.7 It was made clear in the consultation discussions and in the documentation made available to respondents that the proposal to explore options on transferring out of the Council was being led by the Music Service with the support of officers and Mayor and Cabinet and that it was not as a result of Council or government funding cuts, or imposed strategic or operational changes.
- 6.8 75 responses were received as follows:  
Staff: 16  
Schools: 14  
Parents and carers: 25  
Pupils: 2  
Hub partners and associate organisations: 10  
Other: 8
- 6.9 Responses to the consultation indicate that 63% of users and 69% of staff support the transfer plan. 25% of users and 25% of staff neither agree nor disagree with the transfer proposal. There was disagreement from 12% of users and stakeholders and 7% of staff members who expressed concerns about additional costs as well as their belief that the music education should be the responsibility of the local authority and not that of an independent charity.
- 6.10 97% of users and stakeholders and 100% of staff members agree that Lewisham Music Service provides and supports a diverse range of high quality musical activities.
- 6.11 See Appendix 2 for the full consultation report.

## **7 Lewisham Music's governance structure**

- 7.1 The charity model will be a Charitable Incorporated Organisation (CIO) (Foundation Constitution model)
- 7.2 The charity will be governed by a board of voluntary trustees. The minimum number of trustees will be 3 and the maximum number will be 12.
- 7.3 The governance structure and details of trustees' responsibilities will be set out in the charity's Constitution which will form the basis of the application to the Charity Commission following approval by Mayor and Cabinet of the recommendations above (3.1). This has been drafted by Bates Wells & Braithwaite (BWB), a legal firm with a great deal of experience of transfer of Council services, including music service transfers.
- 7.4 The trustees will be the only voting members. Trustees will be responsible for all aspects of the operation of the charity.
- 7.5 The Chief Executive (currently the Head of the Music Service) will be permitted to attend board meetings but will not be a voting member of the charity.
- 7.6 The Constitution allows for the trustees to set up sub-committees and advisory groups as required.
- 7.7 The objects of the Charity are for the public benefit:
- (i) to advance education particularly (but not exclusively) in relation to music;
  - (ii) to advance the arts and culture, particularly (but not exclusively), by promoting and facilitating access to, performances of, and participation in performances of, music;
  - (iii) to provide for the recreation of members of the public by providing equipment, facilities and services to them in the interests of social welfare with the object of improving their conditions of life.
- 7.8 A volunteer Shadow Chair has been engaged to help the Music Service set up the new charity. Two additional trustees have come forward and are willing to be named trustees on the application to Charity Commission. Further trustee recruitment will proceed in Autumn 2016 subject to approval by Mayor and Cabinet of the recommendations in this paper (3.1). The recruitment process will aim to attract a range of committed and dedicated trustees with a variety of skills and experience in legal, business, charity, arts, marketing, education, finance, HR, community engagement and other relevant areas.

## **8 The transfer process**

- 8.1 Subject to Mayor and Cabinet approval of the recommendations above (3.1) and final agreement to proceed with the transfer (January 2017), the Music Service aims to transfer out of the Council from April 2017.

## **9 Transfer of Undertakings (Protection of Employment) (TUPE)**

- 9.1 The Music Service's team of 58 music tutors (hourly paid as is the norm for this such members of staff) is supported by 3 senior music education managers (1fte and 2pte), 1 business support manager, and 1fte and 2pte officers who support the programmes. Of the Music Service's 65 members of staff, a total of 3 are on full-time contracts. The management, business, administration and support team equates to an equivalent of 5.4 full-time posts. The music tutor team equates to an equivalent of 20 full-time posts based on the estimated music tutor work programme for 2016/2017 (see staff structure chart in Appendix 1).
- 9.2 All Music Service members of staff who are contracted to the Service at the time of transfer will be given the opportunity to transfer to the charity. Their working hours, contracts, rates of pay, pension entitlements and terms and conditions of employment will transfer across in accordance with legal TUPE regulations and LBL TUPE policy guidelines.
- 9.3 As part of the TUPE process, staff members and unions will be further consulted prior to transfer on the details of the 'spin out' and the proposed TUPE measures.

## **10 Premises and assets**

- 10.1 The Music Service has no premises of its own. Office space is provided by the Council in Laurence House as part of its in-kind support. Premises are hired as required from schools and community centres for instrument storage, performances, projects, holiday courses, and weekly after school groups, borough ensembles, Saturday Music Centre and holiday courses.
- 10.2 Lewisham Music Service and Hub is a named resident organisation in Phoenix Community Housing's Heritage Lottery funded re-development of the Fellowship Inn in Bellingham. The target completion date is Spring 2018. The refurbished premises will provide rehearsal, studio, examination centre, administration, storage and meeting spaces. The building will also have two large performance spaces available for live events and projects. These premises will give the new organisation an opportunity to play a major role in the cultural life of Bellingham and the surrounding area. It will work with local partners to apply for new funding streams to support music and arts programmes for community groups such as families, early years and the elderly. There will be cost efficiencies in relocating some after school programmes to the Fellowship from hired premises elsewhere in the borough. The building will also provide an opportunity for income generation through the hiring out of spaces to external providers such as schools, community groups and training organisations. ACE officers are aware and supportive of these proposed developments.
- 10.3 The Fellowship Inn premises would provide an excellent base for the Music Service's operation both as a Council service (if the transfer did not take place) and if it transferred out to *Lewisham Music*. However, the new opportunities presented by the premises would be maximised by charitable

status: greater access to funding streams for community activity would permit the development of a wider range of cultural opportunities through partnership working with organisations such as Phoenix Community Housing and Bellingham Community Project.

- 10.4 Should the transfer take place, temporary alternative premises for the Music Service's administration and management teams will be required from April 2017. The service is exploring a range of options including Manor House Library. Some or all of the services provided 'in-kind' by Lewisham Council will need to be externalised by April 2017 including HR, IT, payroll and finance management. Details of these arrangements will be provided for Mayor and Cabinet in January 2017.
- 10.5 The Music Service will request Mayor and Cabinet in January 2017 for permission to transfer to the new charity its large collection of music instruments and equipment, and its music library (sheet music and curriculum resources).

## 11 **Alternative options**

- 11.1 Alternative options to the transfer proposals have been considered in the planning process to date.
- 11.2 The first alternative of remaining as a Council service has been dismissed because it impedes access to alternative funding in an uncertain and changing financial climate where diversification of income streams is likely to be essential if services are to be maintained and developed.
- 11.3 The second option that has been considered is a merger with an external organisation. Some music services in England work across two or more designated geographical areas. However, no offers for mergers from neighbouring borough music services or hubs have come forward. The Music Service will continue to be a member of the South Riverside Music Partnership (Lambeth, Royal Greenwich and Southwark music services and hubs, London Philharmonic Orchestra, Trinity Laban) and it will continue to explore with partners where areas for collaboration are in the best interests of staff, schools, users and stakeholders. Officers consider that should the Service become an independent organisation operating outside the local authority sector, it can develop appropriate partnerships and collaborations with more freedom and autonomy. Whilst it is not ruled out that strategic alliances and mergers may be in the Service's best interests in the future, officers consider that at this stage the additional complications of managing a formal partnership or merger would make transferring out of the Council an unmanageable process.
- 11.4 Thirdly, some music services have merged with local arts organisations or have been absorbed by private sector or social enterprise companies that provide public services, such as those that manage leisure services. Information received about music services operating in this way suggests that music services do not always have the independence they need to

develop their work and they can also be required to deliver profits for the parent company. This can have a negative impact on the cost and quality of the services provided. From the discussion meetings that have been conducted, officers believe not-for-profit charitable status is preferred by our schools, users and partners and will help build confidence and support for the new organisation.

- 11.5 The strengths, weaknesses, opportunities and threats (SWOT) of a range of alternative options are set out below. The preferred way forward is for the Service to transfer out of the Council to charitable status.

<b>Option</b>	<b>Remain within Council</b>	<b>Merge with another music service or hub</b>	<b>Transfer to, or partnership with private sector or social enterprise companies</b>	<b>Transfer to independent charitable status</b>
<b>Strength</b>	Status quo for staff and stakeholders.	Partnership with and support of another borough organisation may reduce risk of failure.	Partnership and support of a larger organisation may reduce risk of failure.	Independence, new markets, new finance, and new governance.
<b>Weakness</b>	Limits capacity to deal with change and future not	Reduced autonomy and control through shared	Reduced autonomy and control through shared	Costs of externalised business services and

	guaranteed. Inability to access a wide range of external funding.	governance.	governance.	public sector staff contracts.
<b>Opportunity</b>	Stability.	Economies of scale.	Economies of scale.	New delivery models and cost efficiencies.
<b>Threat</b>	Stagnation and lack of resilience.	Loss of local identity and sense of ownership for the borough's residents. Erosion of stakeholder confidence and buy-in.	Exposure to alternative agendas (e.g. profit-driven services). Loss of identity. Erosion of stakeholder confidence and buy-in.	Risk of failure if fund-raising strategies are inadequate.
<b>Preferred option</b>	X	X	X	✓

## 12 Risk analysis

12.1 A full risk register has been opened for the transfer plan (see Appendix 5).

12.2 A summary of the major risks is as follows:

- (i) the transfer cannot take place due to the charity trustees and the Council failing to agree on transfer terms;
- (ii) DfE funding for music hubs is withdrawn or reduced;
- (iii) ACE fails to approve the transfer of the Lewisham hub grant from the Council to the charity;
- (iv) the demand for music services reduces and income falls as a result of diminished reputation of the service following transfer.

## 13 Legal implications

13.1 The Music Service, which is provided by the Council to schools and young people in the borough, is a discretionary service. As set out in the Report it receives central government funding through ACE and charges schools, parents and organisations for instrumental lessons and music ensembles.

13.2 This Report follows a previous Report to Mayor and Cabinet on the 13<sup>th</sup> January 2016 when the Mayor agreed to a consultation exercise on the proposal to spin out the Music Service and for officers to bring back the outcome of such consultation and at the same time provide a business case, budget and governance proposals for the Mayor to make a decision as to whether the spin out should proceed.

13.3 This Report and its appendices sets out the responses to the consultation and the information required by the Mayor referred to at 13.2 above. It is now for the Mayor and Cabinet to review the information provided and having regard to the consultation responses decide whether to agree with the Recommendations at 3.1 above.

13.4 The Music Service has obtained external legal advice upon the most suitable governance structure for the new externalised service and the recommended option of a CIO in paragraph 7 of the Report complies with the criteria for a CIO. This compliance will be further tested by the Charity Commission who have responsibility for charitable organisations in the United Kingdom and register and regulate the same. The Charity will have to provide annual information to the Commission which has wide powers to intervene in the affairs of a charity where things have gone wrong.

### **Equalities Legislation**

13.5 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

13.6 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

13.7 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 13.6 above.

13.8 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

13.9 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory

code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

13.10 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

13.11 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:  
<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

## **14 Financial implications**

14.1 The Music Service is on target to deliver a balanced budget for 2016/2017. The ACE grant for this period is £0.4m. Forecast turnover is £1.25m. Forecast earned income from schools is £0.65m (54% of turnover) and from parents, instrument hire, partners, projects and events, and CPD £0.08m (7% of turnover).

14.2 There is a risk that the financial support from the Arts Council England (ACE) could reduce in the future which depending on the size of the reduction may create operational difficulties for the music service. This would be no different which ever type of organisation is running the service.

14.3 The costs of transfer will be borne by the Music Service's ring-fenced 'carry forward' fund. £11,500 has been set aside for consultants' fees, training, graduate trainee costs and legal expenses in the current financial year. Forecast spending for the 'spin out' in April 2017 is estimated at £45,500 for consultants' fees, legal fees and training. £10,000 has been set aside for possible Council costs (HR and legal).

14.4 The music service currently receives the benefit of corporate services from the Council. These are estimated to cost £0.09m. This covers services such as legal finance, HR and property costs. The charity will be a self-funding entity and the new charity will need to meet the cost.



14.5 As an Admitted Body to the Local Government Pensions Scheme the Council Actuary has estimated the employer contribution rate that the new service will need to pay into the Lewisham Pensions Fund is 26% of their payroll. It was also estimated that should the service default and/or incur redundancy costs, the amount to be covered by a bond, the minimum amount of cover, based on an 80-85% risk, is £169,000.

14.6 There are no capital implications arising from this report.

## **15 Crime and disorder implications**

15.1 There are no crime and disorder implications to the transfer proposal.

## **16 Equalities implications**

16.1 *Lewisham Music's* Business Plan will set out its objectives with regard to maximising access for children and young people with SEN/D, and those from disadvantaged groups and their families, whilst access to progression routes and pathways for advanced young musicians with interests and skills in all musical genres will be maintained and developed. Its aims and values will maintain the Music Service's beliefs in the value and importance of 'music for all' and the role of music in celebrating cultural diversity and valuing cultural identity. The Business Plan will be presented to Mayor and Cabinet alongside a final report and transfer terms in January 2017.

## **17 Environmental implications**

17.1 There are no environmental implications to the transfer proposal.

## **18 Conclusion**

18.1 Lewisham Music Service and CYP officers believe that charitable status will enable the Music Service to maintain and develop its services for schools, children and young people in a sustainable way, enhancing creativity and value, as well as offering new opportunities for new users. It will extend the Service's ability to work closely with new and existing partners as well as engage with emerging new strategic directions across London and beyond

18.2 The proposed transfer will facilitate access to new funding streams, improve resilience to the inevitable strategic and financial changes within the cultural and educational sectors, and give the Service the freedom to re-structure services and operations as required in order to maintain the provision of high quality services to its users.

18.3 These proposals will not lead to a reduction in services to schools nor will they disrupt children's learning out of school. The terms of the transfer will safeguard employment terms and conditions for current members of staff.

18.4 The launch of *Lewisham Music* will be a new and exciting chapter in the Service's 17 year history. Council support for the transfer will be crucial to its success. Music Service officers are confident that the Mayor and Cabinet, councillors, Council staff and Lewisham residents will welcome and support

the transfer of its work to *Lewisham Music* which they believe will be a thriving, successful and sustainable organisation with a long and exciting future.

### **Background Papers**

1. Mayor and Cabinet paper 13 January 2016  
<http://councilmeetings.lewisham.gov.uk/documents/s40794/Music%20Service.pdf>
2. Consultation report
3. Business case for the transfer of Lewisham Music Service to charitable status
4. Charity models
5. Risk Register

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## APPENDIX 2

# **Report on the Consultation on the proposal to transfer Lewisham Music Service into charitable status**

## **1. Summary**

As agreed by Mayor and Cabinet on 13 January 2016, the Music Service completed a consultation with users, stakeholders and Lewisham Music Service members of staff on its proposals to transfer to charitable status. The consultation took place between 11 May and 7 June 2016 via the Council's uEngage online portal. Information about the Service and the transfer proposals was provided with a questionnaire (see Appendices 1 to 4). Equalities monitoring information was collected from those that wished to provide it.

## **2. Publicity and engagement**

The user and stakeholder survey was publicised through the following channels:

- emails sent to parents and carers of children in after school and Saturday programmes, to schools and to music hub partner and associate organisations;
- music hub, *Lewisham Life* and schools weekly bulletin newsletters;
- Lewisham Music Hub and Lewisham Council websites and social media networks;
- publicity networks provided by Lewisham's Young Advisers.

Parents, carers and schools were encouraged to pass on the survey web link to children and young people.

The staff consultation was conducted via a private web link sent only to Music Service employees.

Following pre-consultation meetings held in January 2016 for parents (3 meetings), staff (3 meetings) and partners (1 meeting) discussion meetings were arranged during the consultation period. These meetings provided opportunities for Music Service managers to engage with user groups, to allow time for discussion and questions, and to ensure the consultation reached a wider audience, as follows:

- 2 drop-in sessions for staff, partners, parents and carers;
- opportunity to book a face-to-face private meeting with the Head of Service
- a discussion meeting with Lewisham's Young Advisers.

### 3. Feedback from parents and carers, young people, schools, hub partners and associate organisations, and members of the public

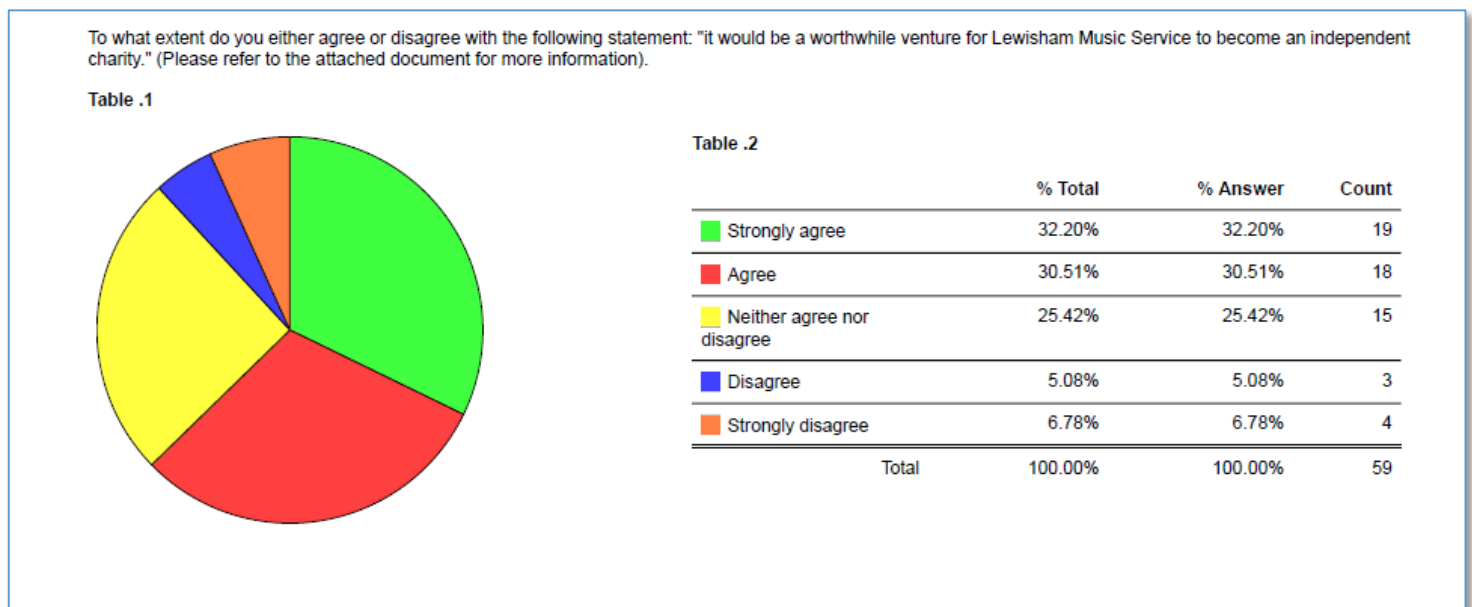
There were 59 responses from the following groups:

- 2 pupils;
- 25 parents/carers;
- 14 school staff members;
- 10 music hub partners and associate organisations;
- 8 other respondents (including a representative of a music and photography social enterprise, a volunteer, a music tutor, a prospective parent, a governor of a primary school, a previous pupil, a Lewisham resident with an interest in music, an adult over 50).

In response to the question *“To what extent do you either agree or disagree with the following statement: it would be a worthwhile venture for Lewisham Music Service to become an independent charity?”* answers were as follows:

- 62.7% strongly agree or agree
- 25.4% neither agree nor disagree
- 11.9% disagree or strongly disagree

Fig.1



### 4. Feedback from Music Service members of staff

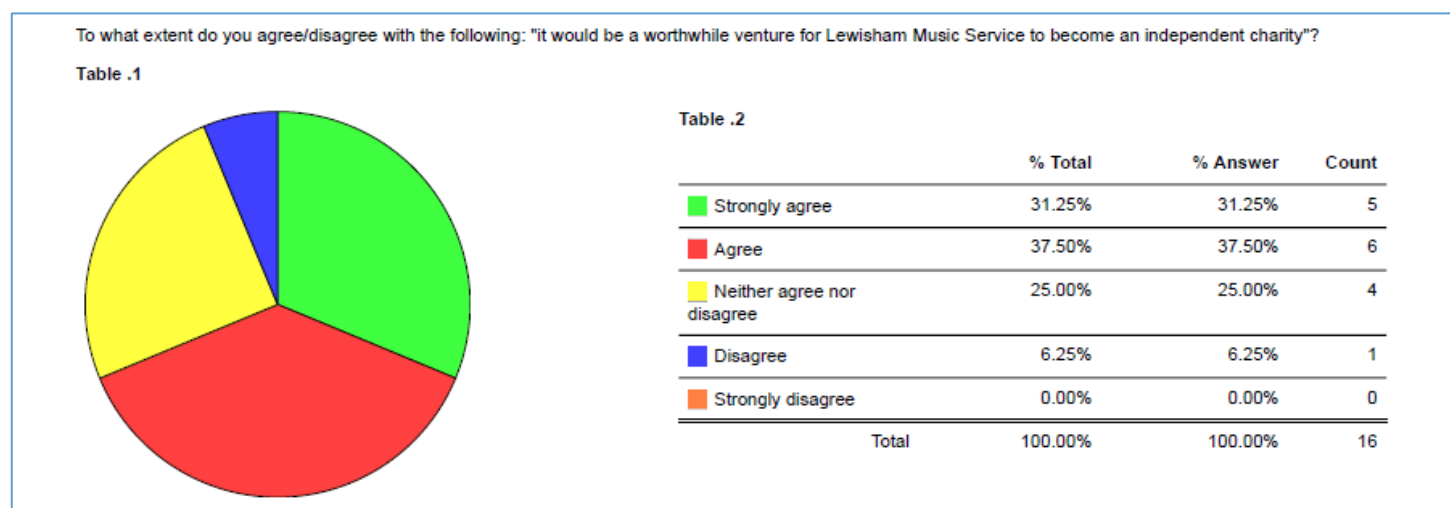
There were 16 responses:

- 9 music tutors;
- 2 administrators;
- 5 senior and middle managers.

In response to the question “To what extent do you either agree or disagree with the following statement: it would be a worthwhile venture for Lewisham Music Service to become an independent charity?” answers were as follows:

- 68.7% strongly agree or agree
- 25% neither agree nor disagree
- 6.3% disagree
- 0% strongly disagree

Fig.2



## 5. Comments

The main themes from respondents who offered comments in the public consultation are summarised below. Please note that what follows does not reflect every detail of the consultation but aims to capture the more substantial themes that were brought forward during the consultation.

### **Agree or Strongly Agree that it would be a worthwhile venture for the Music Service to become an independent charity**

**Increased opportunities to diversify service** – users, schools, stakeholders and staff stated that becoming an independent charity would afford the opportunity to diversify service delivery through offering a wider range of activities (15 respondents).

**Importance of seeking alternative funding** – 11 respondents highlighted that the charity plan would increase opportunities for the Service to access new funding streams. Some respondents mentioned that it was important for the Music Service to seek alternative funding as schools’ budgets have reduced and the likelihood of lessons in schools decreasing is high. The future of continued funding from Arts Council England was also regarded as uncertain and therefore a proactive step towards accessing new funding streams was advised.

**Increased flexibility through independence from Council** – 12 respondents stated it would be easier for the Music Service to innovate, diversify the service and access

alternative funding if it was to operate outside the local authority. It was recognised that new IT and payment systems may also enable greater efficiency when interacting with users.

Trust in Leadership – 3 respondents expressed their trust in the leadership of the Music Service and that it is currently run well. As a result, they supported the plan on the basis that Music Service managers considered it to be the best option.

**Disagree or Strongly Disagree that it would be a worthwhile venture for the Music Service to become an independent charity**

Additional cost of business services – 3 respondents questioned whether the additional cost of replacing the in-kind business services that the Music Service currently receives from the Council would be manageable.

Council should run the service – 4 respondents disagreed with the proposal in the grounds that they believed music education should be the responsibility of the local authority rather than an independent charity with an unelected board of trustees.

**Neither agree nor disagree that it would be a worthwhile venture for the Music Service to become an independent charity**

Comments included concerns about rise in fees for parents, additional administration for the Music Service staff and the increased cost of back office services (6 respondents).

**Alternative Models**

The consultation included the question ‘*Do you have any suggestions on any alternative models for the Music Service other than those set out in the accompanying information sheet?*’ The alternative models that were suggested included the Music Service as a Community Interest Company (CIC) (3 users and stakeholders) and leaving the service as part of the local authority (2 users and stakeholders).

**Additional comments and suggestions**

These included the following:

- using parents as volunteers if the service does become a charity;
- forging stronger links with local schools;
- providing music services for children and adults with disabilities;
- provision for early years.

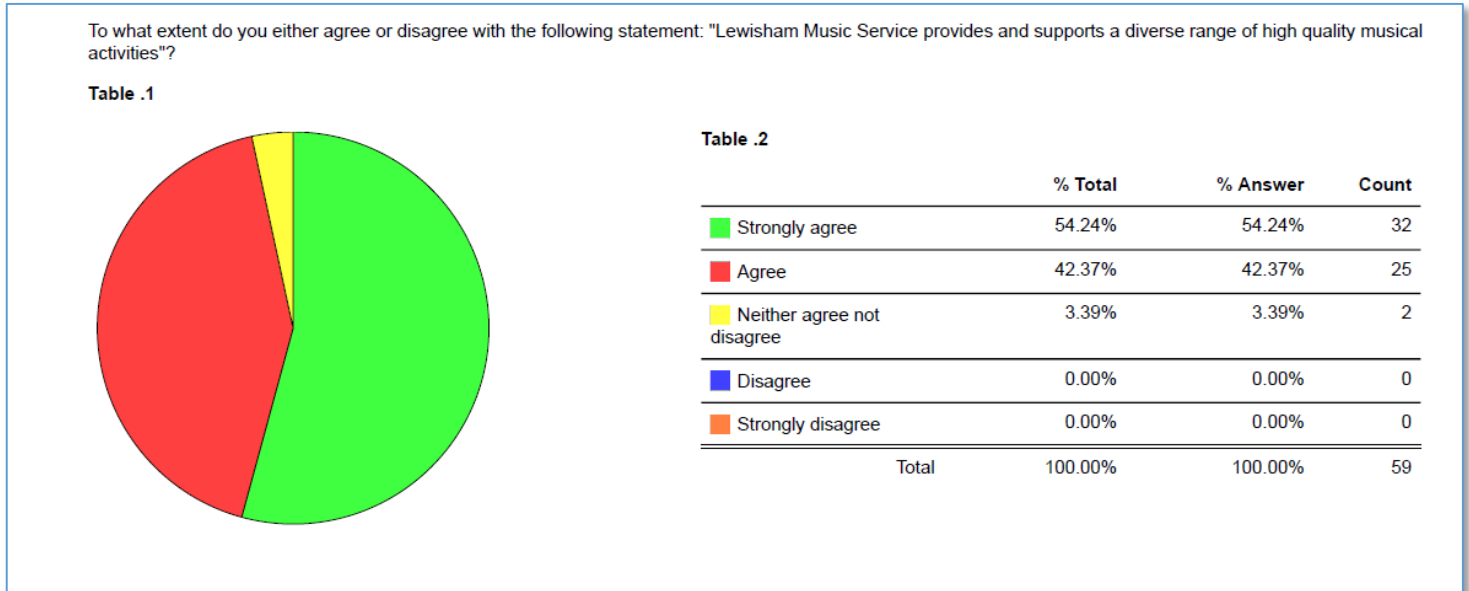
Several respondents expressed their gratitude to Lewisham Council for continuing to support the Music Service through times of austerity, mentioning that it is a very well run service.

**Views on the Music Service’s current provision**

Respondents were asked “*To what extent do you either agree or disagree with the following statement: Lewisham Music Service provides and supports a diverse range of high quality musical activities?*”

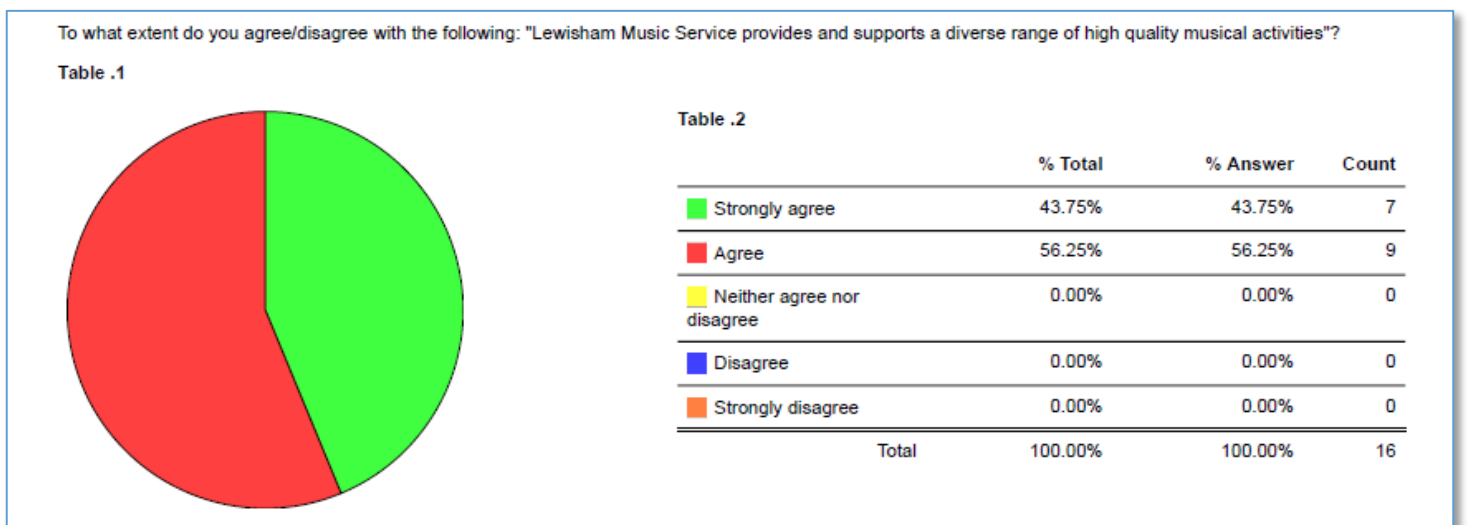
96.6% of user, school and stakeholder respondents agreed with this statement. In addition, many parent and school staff respondents commented that the Music Service provides a high quality service, that it provides excellent performance opportunities and runs excellent events. The service is regarded as good value for money and is accessible. The provision of instruments at reasonable prices was also highlighted.

Fig.3



100% of staff respondents strongly agreed or agreed that Lewisham Music Service 'provides and supports a diverse range of high quality musical activities'. Staff respondents highlighted that the service provision is high quality and at an affordable price for many pupils within Lewisham. The diversity of provision was also highlighted as a strength of the service.

Fig.4



One partner organisation responded that 'Lewisham Music Service is an exemplar in terms of access, opportunity and diversity'.

Overall between 73% and 87% of all respondents rated the following aspects of Lewisham Music Service's work as excellent or good:

- pupils' enjoyment, achievement and wellbeing;
- value for money;
- quality of teaching;
- range of opportunities;
- quality of events and projects.

## **6. Equalities monitoring**

59 respondents completed the Equalities Monitoring profiling.

- 3% were under 18 years of age. 3% were age 18 to 24. 7% were age 25 to 34. 39% were age 35 to 49. 39% were over 50 and 8% preferred not to say.
- 27% were male and 64% female. 8% preferred not to say.
- 7% were transgender.
- 7% had a disability.
- 46% had no religious affiliation. 41% were Christian. 12% preferred not to say.
- 62% were White British. 27% were of Black or Minority Ethnic heritage.

**APPENDIX 1** Consultation information sheet for users and stakeholders

**APPENDIX 2** Consultation questions for users and stakeholders

**APPENDIX 3** Consultation information sheet for Music Service staff

**APPENDIX 4** Consultation questions for Music Service staff

Peter Hayward

Head of Lewisham Music Service & Director of Lewisham Music Hub

September 2016



## APPENDIX 1

### CONSULTATION INFORMATION SHEET FOR USERS AND STAKEHOLDERS



Supported using public funding by



**ARTS COUNCIL  
ENGLAND**

#### The Future of Lewisham Music Service

#### Information for schools, pupils, parents and carers and Music Hub partner and associate organisations

**May 2016**

#### **Introduction:**

This information sheet outlines our proposals to restructure Lewisham Music Service as an independent charitable organisation.

The Mayor and Cabinet of Lewisham Council have agreed that the Music Service can proceed with detailed planning and consultation on our proposals to transfer out of Lewisham Council. For more information on the Mayor's decision see Mayor and Cabinet report (item 336) at

<http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MId=3864>

The transfer is not being proposed as a direct result of government funding cuts to music services or hubs, nor is this change being imposed by Lewisham Council and the Council is not shutting down the Music Service. Lewisham Music Service is leading this process with a careful analysis of options together with discussion with other independent charitable music services and hubs in and out of London.

The Music Service's proposals are designed to safeguard and maintain its music provision services for young people and for schools in Lewisham. Your opinions are important and they will help us develop and shape our plans. **When you have read this paper, please respond to the questionnaire.**

The period during which comments can be received is from Wednesday 11 May to Tuesday 7 June 2016.

#### **Did you know...?**

- Lewisham Music Service has a 17 year history as the largest music education provider in the borough. 58 music tutors deliver over 600 hours of tuition and music leadership each week for 10 weeks per term to over 6,500 children and young people in 69 of Lewisham's 89 schools and academies, as well as in a range of out of school settings.
- Lewisham Music Service is the music education hub for Lewisham. The service leads a network of over 25 music and arts partner and associate organisations which includes world class orchestras (London Philharmonic Orchestra, London Symphony Orchestra), higher education colleges (Goldsmiths, Trinity Laban) and local music and arts organisations (Heart n Soul, Horniman Museum & Gardens).
- Arts Council England (ACE) has given Lewisham Music Service the highest possible rating for the quality of its work as a music hub for three years running.
- The Music Service delivers whole class, small group and ensemble programmes in 69 of Lewisham's 89 primary, secondary and special schools.
- Last year, 2,420 children accessed learning an instrument for the first time through the Music Service's whole class programme in 71% of Lewisham's primary schools and special schools

with KS2 pupils. Instruments provided include recorder, violin, cello, brass, djembe drums, samba, guitar and ukulele. 64% of these children are continuing to learn an instrument this year including 830 children in whole class continuation groups. A further 3,162 children in schools receive individual or small group instrumental or vocal lessons.

- In 2014/2015, 79 of Lewisham schools and academies took part in at least one Music Hub activity. 4,343 young people from 217 school, Music Service and hub partner musical ensembles performed to 8,839 audience members in 32 performance events.
- The highly acclaimed Lewisham Music Hub Summer Gala at the Royal Festival Hall in July 2015 involved over 1,100 children and young people from 28 schools and 8 Music Service and hub partner ensembles. We have booked the Festival Hall for another summer concert in June 2017.
- Over 500 children and young people regularly take part in the Music Service's 36 diverse choirs and music ensembles in its Saturday Music Centre and in a variety of after school settings across the borough.
- The Music Service provides over 2,500 musical instruments to schools and pupils throughout Lewisham. Every possible type of instrument is provided from violins to djembe drums, from piccolos to bass guitars, from ukuleles to tubas.
- Our tutors and managers are fully qualified professional musicians and professional music educators.
- Our pupils excel in ABRSM grade examinations, access progression routes to London junior conservatoires and colleges, specialist music schools and local and national youth ensembles, and many take up music courses in further and higher education colleges and universities.
- Please visit our website for more information including a film about the Lewisham Music Hub [www.lewisham.gov.uk/musichub](http://www.lewisham.gov.uk/musichub)

### **The proposal**

Lewisham Music Service plans to transfer out of Lewisham Council and become an independent charitable organisation from April 2017. This development will offer greater independence and autonomy for the Music Service to sustain and develop its music provision, to increase access to new funding sources, and to ensure the cost-effective and sustainable delivery of musical activities in Lewisham both now and in the future.

### **The process**

We will prepare detailed papers, including a report of this consultation, for Mayor and Cabinet in July 2016.

Subject to Mayor and Cabinet approval, we plan to become an independent charity from April 2017.

We aim to deepen and extend our relationships with music and arts providers in our hub network, alongside developing new partnerships and collaborations.

Following legal advice and discussions with other independent music services, the structure we are proposing to adopt is a CIO, a charitable incorporated organisation.

The Music Service's staff, assets and property (including its stock of over 3,000 instruments and its music library) together with delivery models, tutor hours, staffing contracts and operational procedures will transfer to the new charity. We will ensure there is minimal disruption for schools, staff, parents and carers, and pupils as a result of the transfer.

### **The reasons for change**

Although we will focus on delivering and supporting music-making for young people, independence and autonomy as a charity will allow us to broaden and deepen musical engagement for people of all ages, providing high quality learning opportunities that support them to fulfil their musical aspirations and potential.

Since 2012 the Music Service has been funded by the Department for Education (DfE) through ACE to be the music education hub (Lewisham Music Hub) for the borough. Funding has only been agreed by government to April 2017. We are concerned about the future risks that dependence on one source of

uncertain funding may bring. As a charity, we can apply for a wider range of alternative funding than is possible if we were to remain as a local authority service. We believe we can operate more flexibly in a changing world where the need to develop new approaches to the operation of our services, to diversifying funding streams, and to strategic development will be crucial to the future of our organisation.

Our services in schools and out of school settings will be safeguarded and the future of these services will be more sustainable. These will include whole class programmes, individual and group tuition, ensembles, instrument hire, live events and projects, advisory and support services, and CPD.

Many other music services across England have transferred out or are considering transferring out of local authorities: it is estimated that 26% of the current 123 music services in England could become independent entities by 2018. We have learned and can continue to learn a great deal from other independent music services and hubs.

### **The advantages of being a charity**

Charitable status will enable us to set up bespoke governance with a new board of trustees bringing in new talent, expertise and experience from within the music, arts, education, charity and business sectors along with new advisory groups with representatives drawn from our staff, user groups, partners and associates.

We will be able to take advantage of some financial benefits for charities such as discounts on purchase of some services and tax reliefs.

Being a charity will not prevent us accessing future ACE hub grant funding – music services do not need to be local authority departments in order to be funded as music hubs.

Alongside the plan to become a charity, we wish to explore moving to new premises where the Service can establish a new identity and an outward-facing public image with an identifiable and accessible base for staff and stakeholders. We are closely involved as a partner organisation in the Heritage Lottery funded re-development of the Fellowship Inn in Bellingham. From 2018, this refurbished building will provide us with rehearsal, studio, examination centre, administration, storage and meeting facilities as well as access to new performance spaces.

Independence from Council systems will allow us to utilise and implement new bespoke digital, communication and back office services such as new payment systems and a new website with an online portal for learning resources and support. These developments will provide a more appropriate and effective service for staff, schools, users, and hub partners and associates.

Charitable status will permit more flexible operating and delivery models, factors which are increasingly important in ensuring the continued maintenance and delivery of good value public services.

We have not yet decided on a name for the new charity. We are discussing ideas with staff and stakeholders as part of this consultation process. We will develop new branding and marketing for the charity whilst ensuring that stakeholders realise the Music Service has not disappeared or been shut down but re-structured to the benefit of all who make use of its services.

## Benefits and risks

<b>Benefits</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• <i>Reduced dependency on a single source of grant funding</i></li> <li>• <i>Charity tax reliefs and discounts</i></li> <li>• <i>Ability to access new funding from trusts and foundations</i></li> <li>• <i>Greater strategic and operational autonomy</i></li> <li>• <i>New fit-for-purpose premises</i></li> <li>• <i>Bespoke systems and governance</i></li> <li>• <i>Improved service delivery through increased flexibility and efficiency</i></li> <li>• <i>Access to a wide range of diverse and experienced music practitioners</i></li> <li>• <i>Improved online and communication resources</i></li> <li>• <i>Scope for developing new musical initiatives e.g. music for families and communities</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Increased exposure to financial risk</i></li> <li>• <i>Increased back office costs due to loss of in-kind council benefits e.g. HR, IT, payroll</i></li> <li>• <i>Transfer costs e.g. legal and consultancy fees</i></li> <li>• <i>Costs of new premises</i></li> <li>• <i>Management of new staff alongside those staff who are former Council employees</i></li> </ul>

## Other options

### Remaining within the Council

The Music Service comprises a large team of Council employees. The ACE funding that supports the Music Service is not guaranteed. There are significant risks for the Music Service if this source of external funding were to be reduced or withdrawn as Council budget cuts due to reductions in government grants may limit the Council's ability to maintain the Service from its own budgets and continue to provide in-kind support. The Music Service considers that whilst independence presents both benefits and challenges, the risks to our future are greater should we stay within the Council.

### Partnership with other music services

Some music services in England work across two or more designated geographical areas. Combining hub funding across more than one designated area would be subject to ACE approval. Whilst we do not rule out the possibility that strategic alliances and mergers may be in our best interests at some point in the future, at this stage the additional complications of managing such processes would make what is already an onerous transfer process unmanageable.

### Merging with an arts provider or public service provider

Some music services in England have merged with local arts organisations or have been absorbed by private sector companies that provide public services, such as those that manage leisure services. The information we have received on these arrangements suggests that music services do not have the independence they need to develop their services and can also be required to deliver profits for the parent company. From the discussion meetings we have already conducted, we believe not-for-profit charitable status is preferred by our schools, users and partners and will help build confidence and support for the new organisation.

## The new charity

### ***Our Vision***

Being musical is at the heart of human experience.

Lewisham Music Service aims to transform people's lives and communities through access to musical opportunity. We are committed to broadening and deepening musical engagement amongst people of all ages, particularly children and young people, and to providing high quality learning opportunities that support them to fulfil their musical aspirations and potential.

**Our Mission** Drawing on 17 years of experience in working with schools, young people and cultural organisations, our mission is to promote and celebrate:

- music in schools
- music in the community
- music in partnership
- cultural diversity, creativity and excellence
- the skills, knowledge and experience of music education practitioners
- equality of access
- the musical aspirations and goals of vulnerable and disadvantaged people in our communities
- access to music for children, young people and adults with additional needs.

### **Our Values**

- We will have the highest musical aspirations and ambition for all our participants and stakeholders.
- We will promote quality of access, fairness and music for all.
- We will work with transparency and accountability.
- We will provide high quality services that make a positive difference to the lives of children and young people, their families and their communities.

### **Conclusion**

Transfer from Lewisham Council will allow Lewisham Music Service both to maintain its current work and to develop and expand its future direction and programmes. The Service believes that as a charity it can continue to expand its services for schools, children and young people in a sustainable, creative and cost effective way whilst developing new services and opportunities for the wider community. Charitable status will reduce our dependence on public spending, improve financial resilience, and allow us greater flexibility to customise services and operations as required in a fast-moving and ever-changing cultural world.

### **Our responses to some of the questions you may want to ask...**

#### **All users and stakeholders**

- Will the charity change what is currently on offer?  
*No. The Music Service aims to maintain all programmes when the transfer takes place.*
- Will charges rise?  
*Funding uncertainties remain whether or not the Music Service transfers out of the Council and we are therefore unable to guarantee fees won't rise. However, as a charity, we will be able to raise additional funds and this will help us control costs. We are committed to ensuring our programmes are affordable, provide good value for money and compare favourably with our competitors and neighbouring boroughs. New finance management systems will mean schools, parents and carers may need to pay for services in advance.*
- Will musical instruments still be available for hire?  
*Yes. Our instrument stock will transfer across to the new charity.*
- Will project and performance opportunities change?  
*No. The new funding streams and partnerships our charitable status will bring about will enhance and broaden our performance programme.*
- Will the charity continue to offer external musical exams?

*Yes. From 2018, our new premises may allow us to expand the range of music exams on offer and increase the frequency of when they are available.*

### **Pupils, parents and carers**

- Will there be concessionary rates for families on low incomes?  
*Yes. We will always ensure our programmes provide good value for money and ensure concessions are in place for families on low incomes. A new bursary scheme will provide additional financial support for those in need.*
- Will venues for out of school services change?  
*If our move to Bellingham takes place, we may move some nearby after school ensembles to our new centre from 2018. We are not proposing to move the Saturday Music Centre.*

### **Schools**

- Will safeguarding and DBS measures change?  
*The charity will be responsible for DBS and safeguarding measures. Our policies will maintain current Council and government regulations, good practice and guidance.*
- Will schools still be able to communicate effectively with the Music Service if it leaves the Council?  
*Yes. Our new fit-for-purpose administration systems will ensure enquiries can be answered efficiently with a new online portal to support access to learning resources and information.*

### **Partners**

- Will the Music Service continue to lead the music education hub?  
*Yes, subject to continued DfE funding through ACE, and subject to a successful bid later in the year. ACE relationship managers are aware and supportive of our plans.*

### **Have your say**

To share with us your views on our proposals, please complete the attached questionnaire by Tuesday 7 June 2016. Responses received after this date will not be included in our report for Mayor and Cabinet.

If you have any questions regarding this engagement process or the information provided please contact Lewisham Music Service at

Lewisham Music Service

3<sup>rd</sup> Floor

Laurence House

1 Catford Road

SE6 4RU

Tel: 020 8314 6454

Email: [music.hub@lewisham.gov.uk](mailto:music.hub@lewisham.gov.uk)

## APPENDIX 2

### CONSULTATION QUESTIONS FOR USERS AND STAKEHOLDERS

#### The Future of Lewisham Music Service

#### Questionnaire for schools, pupils, parents and carers, hub partner and associate organisations

May 2016

#### **Introduction**

This questionnaire seeks the views of Lewisham Music Service users and stakeholders on its plan to transfer out of Lewisham Council and become an independent charity. We believe this development will allow the service to maintain its current provision of high-quality music education and experiences, whilst greatly enhancing its capacity to safeguard the future of its work.

The planned transfer to charitable status is not being proposed as a result of government funding cuts to musical services, nor is this change being imposed by Lewisham Council.

Lewisham Music Service is leading this process following careful analysis of its options, together with discussion with other independent charitable music education organisations in and out of London. Lewisham Music Service managers consider that charitable status will enable the service to continue to expand its music provision for schools, children and young people in a sustainable way, as well as enabling it to offer new musical opportunities to new users.

As we plan for this new future we are very keen to receive your views and opinions. These are important and will help drive and develop the future direction of our service.

We would be very grateful if you could complete the attached questionnaire. **Before doing so please read the attached information sheet which summarises our proposals.**

The period during which comments can be received is from Monday 9 May to Sunday 5 June 2016.

If you have any questions regarding this engagement process or the information provided please contact Lewisham Music Service at:

Lewisham Music Service  
3<sup>rd</sup> Floor  
Laurence House  
1 Catford Road  
SE6 4RU  
Tel: 020 8314 6454  
Email: [music.hub@lewisham.gov.uk](mailto:music.hub@lewisham.gov.uk)

#### **Section 1: Questions**

1 What type of music service user or stakeholder are you?

Pupil  Parent/carer  School

Music hub partner or associate organisation

If you ticked school please indicate which type:

Nursery or Children's Centre  Primary  Infant  Junior  Secondary  All through  Special  PRU

2 To what extent do you agree/disagree with the following:

*Lewisham Music Service provides and supports a diverse range of high quality musical activities.*

3 Please comment on your choice of answer.

4 From your experience, how would you rate the following aspects of Lewisham Music Service's work? (1: Excellent 2: Good 3: Average 4: Poor 5: Don't Know)

Promotion of young people's:

enjoyment  achievement  wellbeing

Value for money  Quality of teaching

Quality of live events and projects

Communication and marketing

Instrument provision  Range of musical opportunities

5 To what extent do you agree/disagree with the following:

*It would be a worthwhile venture for Lewisham Music Service to become an independent charity.*

(Please refer to the attached document for more information)

6 Please comment on your choice of answer.

## Section 2: Other Comments

1 Do you have any other comments on the planned changes to re-structure Lewisham Music Service as an independent charitable organisation?

2 Do you have any suggestions on any alternative models for the Music Service other than those set out in the accompanying information sheet?



## APPENDIX 3

### CONSULTATION INFORMATION SHEET FOR MUSIC SERVICE STAFF



Supported using public funding by



**ARTS COUNCIL  
ENGLAND**

#### The Future of the Music Service

#### Staff Consultation

#### May 2016

### 1 INTRODUCTION

- 1.1 The Mayor and Cabinet of Lewisham Council have agreed that the Music Service can proceed with detailed planning and consultation on our proposals to transfer out of Lewisham Council and become an independent charity. For more information on the Mayor's decision see Mayor and Cabinet report (item 336) at <http://councilmeetings.lewisham.gov.uk/ie/ListDocuments.aspx?CId=139&MIId=3864>
- 1.2 This paper outlines our proposals. Following the opportunities you have already had to attend discussion meetings about these proposals in January 2016 as well as the information and Q and A sessions at Music Service training days in September 2015 and April 2016, we are very keen to engage further with the views of our staff members. Your opinions are important and they will help us develop and shape our plans. **When you have read this paper, please answer the questionnaire.** There will be a further consultation with members of staff as part of the Transfer Undertakings (Protection of Employment) (TUPE) process should our proposals be approved by the Mayor and Cabinet.
- 1.3 We are running a parallel consultation process with schools, parents and carers, pupils, and hub partners. This consultation will help us prepare for the next stage in the process whereby a detailed paper, including a consultation report, will be presented to the Mayor and Cabinet in July 2016.
- 1.4 Lewisham Music Service is leading the charity scoping process with a careful analysis of options together with discussion with other independent charitable music services and hubs in and out of London. The transfer is not being proposed as a direct result of government funding cuts to musical services. Nor is this change being imposed by Lewisham Council and the Council is not shutting down the Music Service.
- 1.5 We believe re-structuring the Music Service as a charity will allow us to maintain our current provision of high-quality delivery whilst greatly enhancing our capacity to offer new opportunities to new users. As an autonomous independent organisation we believe we can operate more flexibly in a changing world where the need to develop new approaches to the operation of services, to diversify funding streams and to adapt to new strategic developments will be crucial to the future of our organisation.

### 2 WHAT SERVICES DOES THE MUSIC SERVICE CURRENTLY PROVIDE?

#### 2.1 Music Service delivery

- 2.1.1 The Music Service's team of 51 claims-based hourly paid tutors, 5 faculty coordinators, 1 singing leader, 1 Saturday Centre leader, 4 administrative staff and 3 senior managers delivers

over 600 hours of tuition and music leadership each week for 10 weeks per term to over 6,500 children and young people in 69 of Lewisham's 89 schools and academies, as well as in a range of out of school settings.

## **2.2 Lewisham Music Hub**

- 2.2.1 Since 2012 Lewisham Music Service has operated as a music education hub (Lewisham Music Hub) funded by Arts Council England (ACE) to deliver and support music education provision in Lewisham. The Service delivers and supports five core and three extended roles, as set out in the National Plan for Music Education (NPME, 2012 to 2020). It supports music provision for children aged 5 to 18 in all Lewisham's maintained schools, academies and free schools and/or those resident in the borough. Support for schools is governed by targets and systems described in the Hub's School Music Education Plan (SMEP). The Hub also develops partnerships and extends opportunities for young people through its network of over 25 music and arts partner and associate organisations which includes two world class London-based orchestras (LPO and LSO), higher education colleges (Goldsmiths and Trinity Laban) and local music organisations (Midi Music Company, Montage Theatre Arts).
- 2.2.1 ACE officers have stated that Lewisham Music Service runs one of the most successful music hubs in London. For three years running the Hub has received a 'minor risk' rating, ACE's highest level of approval. This is because ACE officers 'are confident in the management structures, delivery plans, and financial arrangements underpinning this activity, and in your overall delivery'.

## **2.3 Music in schools**

- 2.3.1 The Music Service has greatly expanded its delivery of KS2 whole class instrumental music programmes. Whole class lessons are currently provided and supported in 46 of Lewisham's 65 primary and all through schools with KS2 pupils and in 3 of Lewisham's 4 special schools. Over 2,400 children are currently learning to play an instrument through this scheme.
- 2.3.2 A further 3,900 children learn to play instruments and to sing in Music Service school-based whole class continuation groups, small group lessons and ensembles.
- 2.3.3 The Music Service charges schools for the tutor hours and instrument hire costs associated with these programmes.
- 2.3.4 In 2014/2015 over 2,000 Lewisham school children attended concerts, projects and events organised by music hub partner organisations.
- 2.3.5 The Music Service, in accordance with its role as a music education hub, visits every school to advise on curriculum and extra-curricular music provision, it provides information about projects and progression routes that are appropriate for pupils, and offers schools opportunities to take part in a wide variety of live events, projects and CPD sessions.

## **2.4 Music services provided directly to pupils**

- 2.4.1 Over 500 children and young people regularly access out of school music-making in the Music Service's 36 after school ensembles. These meet in schools and centres across the borough and at the Saturday Music Centre. Ensembles and programmes are designed to provide progression routes for those at the start of their musical learning through to intermediate and advanced levels. Some of the borough's most advanced young musicians take part in our ensembles, particularly in the Lewisham Schools Concert Band (founded 2001), the borough's flagship ensemble.
- 2.4.2 These programmes provide a unique opportunity for children from all corners of the borough to meet, sing and play music together in high quality borough ensembles.

- 2.4.3 Parents and carers are charged directly for these services. The Music Service funds concessionary rates for children eligible for Pupil Premium (formerly Free School Meals children) and for children who are looked after (children in care).

## **2.5 Performances and projects**

- 2.5.1 Over 4,343 children and young people from 217 schools and Music Service and hub partner ensembles took part in Music Service and Hub live events in the 2014/2015 school year including a highly acclaimed Hub Summer Gala at the Royal Festival Hall in July 2015.

## **2.6 Staff**

- 2.6.1 For the current staff structure see Appendix 1.
- 2.6.2 Music tutors are claims-based and hourly paid. This structure was adopted when the Music Service was formed in 1999 and rates of pay have risen in line with Lewisham Council awards for all staff across the Council.
- 2.6.3 Managers and administration staff are employed in accordance with local authority and national pay scales.

## **2.7 Finance**

- 2.7.1 Lewisham Music Service's turnover for 2016/2017 is £1.25m. Its ACE music hub grant for 2016/2017 is £403,894. 60% of its income is earned from services provided to schools, and parents and carers.

## **2.8 Operation and premises**

- 2.8.1 The Service's operational systems are Council systems and they are all run in accordance with Council policies under the management of Council departments. These include finance, HR, payroll, and IT services.
- 2.8.2 The Music Service management and administration team is based at the Council's central office building at Laurence House in Catford. Musical instruments, curriculum resources and sheet music are stored at Trinity Primary School.
- 2.8.3 After school programmes take place in a community centre and in a variety of schools around the borough. The Saturday Music Centre takes place at Prendergast Vale School in Lewisham.

## **3 WHY ARE WE PROPOSING MAKING CHANGES TO THE MUSIC SERVICE?**

### **3.1 Finance**

#### **3.1.1 Arts Council England (ACE)**

Since 2012, Lewisham Music Service has been funded by Arts Council England with funds made available by the Department for Education (DfE) to lead and function as a music education hub for Lewisham. Funding has been agreed to 31 March 2017. No announcements have yet been made about future funding from April 2017, but the expectation is that hubs will be needed to continue to support and deliver the NPME. We are hopeful that the opportunity for us to bid for a three year funding plan will be launched in autumn 2016.

#### **3.1.2 Lewisham Council**

Central government's commitment to reducing the national budget deficit has led to grants for local government being reduced. As a result, like other local councils, Lewisham Council has had to make savings and government funding for Lewisham is projected to continue falling. Lewisham's savings amount to 138m since 2010. The Council is anticipating it will need to make further cuts of £76m in its spending by 2020. Since 2010 the Council workforce has reduced by 1,697 staff.

Independent charitable status will enable the Music Service to exercise greater financial autonomy, to set up bespoke systems, and to explore diversification of its funding streams to reduce its dependency on a single source of core funding in order to safeguard its future for its staff, users and stakeholders.

### 3.1.3 School funding

The recent education white paper<sup>1</sup> sets out proposals for changes to school funding mechanisms, school governance and the role of local authorities. Schools are not obliged to use Council traded services. We do not expect school delivery to be affected by virtue of our proposed new status. However, in a climate of change and funding uncertainty we need to prepare for a future in which our services meet schools' needs, are of high quality and provide good value for money. We believe independence will allow the Music Service to continue to have a leading role in the local music education sector whilst enabling us to adapt to and deal with changing needs and priorities.

### 3.1.4 Charitable benefits

As a local authority service, the Music Service's ability to access grants from trusts and foundations is limited. If we become a charity we will be able to apply for additional funding from a wide range of organisations such as those that support some of our hub partners (for example Youth Music and Esmée Fairbairn Foundation). We will be able to gift aid donations and subscriptions (which could add 20% to some of our income streams) and also take advantage of some financial benefits for charities such as discounts on purchase of some services and tax reliefs.

## 3.2 **Operations**

### 3.2.1 Governance

The Music Service is part of Lewisham's School Improvement Team. The Head of Standards and Achievement, the Music Hub Strategy Board and our ACE Relationship Managers oversee our operation as a service and a hub.

Charitable status will enable us to set up bespoke governance for the Music Service. Trustees, patrons and advisory groups will bring in new talent, expertise, profile and experience from within the music, arts, education, charity and business sectors.

### 3.2.2 Premises

The Music Service is currently based at Laurence House. This location does not meet our developing needs with regard to desk space, storage, training, rehearsal and meeting areas, and nor does it present a practical and accessible environment for visitors and those making enquiries about our services.

Alongside the plan to become a charity, we are exploring moving to new premises to enhance the Service's new identity and its ability to deliver its new vision. We are closely involved as a partner organisation in the Heritage Lottery funded re-development of the Fellowship Inn in Bellingham. This new facility, owned by Phoenix Housing, will be at the heart of the regeneration of the Bellingham area and will operate as a new cultural and community hub. We wish to play a role in this exciting development. The refurbished premises will provide us with rehearsal, studio, examination centre, administration, storage and meeting spaces. The building will also have two large performance spaces available for live events and projects. These premises will give us an opportunity to play our part in the cultural life of Bellingham, work with local partners and the chance to apply for new funding streams to support new

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<sup>1</sup> <https://www.gov.uk/government/publications/educational-excellence-everywhere>

programmes for community groups such as families, early years and the elderly. Arts Council England officers are aware and supportive of these developments.

There will also be cost efficiencies in relocating some of our after school programmes as well as the possibility of raising income from subletting areas of the building allocated to our use.

### 3.2.3 Administration and management

Independence from Council systems will allow us to introduce new bespoke digital and back-office services which will provide a more appropriate and effective service for staff, schools and users.

### 3.2.4 Staff Contracts

All Music Service staff members are Lewisham Council employees. If our proposals go ahead, they will be transferred across from the Music Service to the charity under Transfer of Undertakings (Protection of Employment) (TUPE) regulations which will protect staff terms and conditions including pensions and redundancy. Separate government and local authority regulations protect public sector pensions; the Music Service will seek admission to the Local Government and Teachers' Pension schemes so that the pension benefits of staff members who transfer across to the new charity can be protected and contributions can continue to be made. As mentioned in 1.2, there will be a further staff consultation as part of this process.

The new charity will have the freedom to determine new contracts and terms and conditions for new employees, review its staffing structure, and will continue to engage high quality staff and artists in ways that meet its needs. Details will be finalised in due course when the budget for the new organisation is clearer following announcements about future hub funding.

## 3.3 **Strategic development**

3.3.1 The *Culture White Paper* (March 2016)<sup>2</sup> sets out an ambitious plan for how cultural life in Britain can be better accessed and supported. 'Culture will play an active role in building a fairer and more prosperous nation' (p.13). It is anticipated that music education hubs will connect with the aims set out in the white paper, especially with regard to ensuring culture is 'an essential part of every child's education, both in and out of school' (p.21). At the heart of this strategy is the importance of building stronger and healthier communities, building greater local and national partnerships and establishing cultural investment, resilience and reform. Public investment will need to sit alongside private investment, philanthropy and earned income. The government believes it is this mixture of income streams that will provide the basis for a thriving cultural sector. We feel the flexibility and diversity of funding that independence from the local authority will bring will enable the Music Service to function more sustainably and effectively in this cultural environment.

3.3.2 Many other music services across England have transferred out or are considering transferring out of local authorities: it is estimated that 26% of the current 123 music services in England could become independent entities by 2018.

3.3.3 There is no reason why, as an independent organisation, the Music Service cannot continue to maintain its positive relationships with relevant local authority teams and local schools. Our new advisory groups will help sustain and develop links with a wide range of stakeholders, including headteachers, councillors, staff, parents and carers, young people, hub partners and associates, and local authority colleagues.

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<sup>2</sup> <https://www.gov.uk/government/publications/culture-white-paper>

- 3.3.4 Lewisham Music Service, subject to continued ACE funding, will remain as the music education hub organisation for Lewisham. (It is not a requirement for music services to be local authority services in order to access hub funding). As the charity develops and grows, hub core and extended roles will be supplemented by new areas of delivery and operation that will reach beyond the music hub's prescribed roles, thereby enriching cultural offers for many more sectors within the Lewisham community.

## 4 WHAT WILL THE NEW CHARITY LOOK LIKE?

### 4.1 ***Our Vision***

Being musical is at the heart of human experience.

Lewisham Music Service aims to transform people's lives and communities through access to musical opportunity. We are committed to broadening and deepening musical engagement amongst people of all ages, particularly children and young people, and to providing high quality learning opportunities that support them to fulfil their musical aspirations and potential.

***Our Mission*** Drawing on 17 years of experience in working with schools, young people and cultural organisations, our mission for the next 5 years is to promote and celebrate:

- music in schools
- music in the community
- music in partnership
- cultural diversity, creativity and excellence
- the skills, knowledge and experience of music education practitioners
- equality of access
- the musical aspirations and goals of vulnerable and disadvantaged people in our communities
- access to music for children, young people and adults with additional needs.

### ***Our Values***

- We will have the highest musical aspirations and ambition for all our participants and stakeholders.
- We will promote quality of access, fairness and music for all.
- We will work with transparency and accountability.
- We will provide high quality services that make a positive difference to the lives of children and young people, their families and their communities.

- 4.2 We are planning for Lewisham Music Service to become a not-for-profit charitable organisation from April 2017.
- 4.3 Following legal advice and discussions with other independent music services, the structure we are proposing to adopt is a CIO, a charitable incorporated organisation.
- 4.4 Governance for the new charity will pass from Lewisham Council's Children and Young People's Directorate and its School Improvement Team to a newly appointed board of trustees. The charity's Chief Executive Officer (current Head of Service) will report to the board on all aspects of the charity's operation. Advisory groups will provide the opportunity for staff, young people, stakeholders and partners to be involved in the governance of the charity.
- 4.5 Our board of trustees, patrons and advisory groups will bring us professional governance and support in areas such as business management, charity operation, HR, legal advice and fund-raising to help us become a successful, sustainable organisation.
- 4.6 Subject to continuing music hub government funding, the Music Service will continue to function as Lewisham's music education hub organisation, supporting a diverse music network and providing a comprehensive range of musical services and opportunities for young people.

- 4.7 Our reliance on a single source of central government funding will reduce as we benefit from new funding streams, charity reliefs and benefits allowing us both to maintain and develop our services to the Lewisham community.
- 4.8 We will benefit from a greater diversity of funding streams and charity reliefs and benefits.
- 4.9 Although we will focus on delivering and supporting music-making for young people, we will broaden and deepen musical engagement for people of all ages, providing high quality learning opportunities that support them to fulfil their musical aspirations and potential.
- 4.10 Our delivery models, tutor hours, staffing contracts and operational procedures will transfer to the new charity. We will ensure there is minimal disruption for schools, staff, parents and carers, and pupils as a result of the transfer.
- 4.11 We will prioritise maintaining our services to schools alongside new offers and opportunities.
- 4.12 Our programme of after school and Saturday services will be maintained alongside new groups and new projects run both directly by the Service and in partnership with other music and arts organisations.
- 4.13 Our management and administration team will develop new bespoke systems for payroll, IT (including an online staff area, staff email addresses, online payroll and payment services and a new website) and finance.
- 4.14 We will support our teaching staff by maintaining effective and efficient management and administration teams, together with access to training and professional development. We will recruit new members of staff to complement our existing skilled and experienced team of music education practitioners.
- 4.15 The Music Service's property, including its stock of over 3,000 instruments and its music library, will transfer to ownership by the new charity.
- 4.16 A bursary scheme, supported by gift-aided charitable donations, will support children with musical aptitude from low income families with progression routes and access to appropriate service, hub and external music programmes.
- 4.17 From 2018 we expect to be based at The Fellowship in Bellingham. After school and Saturday services will continue to be run in schools and other settings around the borough. Transition premises for administration and management functions may be required from April 2017.
- 4.18 We have not yet decided on a name for the new charity. We are discussing ideas with staff and stakeholders as part of this consultation process. We will develop new branding and marketing for the charity whilst ensuring that stakeholders realise the Music Service has not disappeared or been shut down but re-structured to the benefit of all who make use of its services.

## 5 SUMMARY: BENEFITS AND RISKS

<b>Benefits</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• <i>Reduced dependency on a single source of grant funding</i></li> <li>• <i>Charity tax reliefs and discounts</i></li> <li>• <i>Ability to access new funding from trusts and foundations</i></li> <li>• <i>Greater strategic and operational autonomy</i></li> <li>• <i>New fit-for-purpose premises</i></li> <li>• <i>Bespoke systems and governance</i></li> <li>• <i>Improved service delivery through increased flexibility and efficiency</i></li> <li>• <i>Access to a wide range of diverse and experienced music practitioners</i></li> <li>• <i>Improved online and communication resources</i></li> <li>• <i>Scope for developing new musical initiatives e.g. music for families and communities</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Increased exposure to financial risk</i></li> <li>• <i>Increased back office costs due to loss of in-kind council benefits e.g. HR, IT, payroll</i></li> <li>• <i>Transfer costs e.g. legal and consultancy fees</i></li> <li>• <i>Costs of new premises</i></li> <li>• <i>Management of new staff alongside those staff who are former Council employees</i></li> </ul>

## 6 OTHER OPTIONS

### 6.1 Remaining within the Council

- 6.1.1 Whilst we currently access in-kind Council services at no charge, continuation is not guaranteed.
- 6.1.2 The Music Service comprises a large team of Council employees. The ACE funding that supports the Music Service is not guaranteed. There are significant risks for the Music Service if this source of external funding were to be reduced or withdrawn as Council budget cuts are likely to limit the Council's ability to maintain the Service from its own budgets.
- 6.1.3 The Music Service considers that whilst independence presents both benefits and challenges, the risks to our future are greater should we stay within the Council.

### 6.2 Partnerships or mergers with external organisations

#### 6.2.1 Music Services

Some music services in England work across two or more designated geographical areas. However, no local music services or hubs have proposed merging with us. The Music Service will continue to be a member of the South Riverside Music Partnership (Lambeth, Royal Greenwich and Southwark music services and hubs, LPO, Trinity Laban) and we will continue to explore with our partners where areas for collaboration are in the best interests of our staff, schools, users and stakeholders. We consider that should we become an independent organisation operating outside the local authority sector, we can develop appropriate partnerships and collaborations with more freedom and autonomy. However, whilst we do not rule out the possibility that strategic alliances and mergers may be in our best interests at some point in the future, at this stage the additional complications of managing such processes would make what is already an onerous transfer process unmanageable.

#### 6.2.2 Merging with an arts provider or public service provider

Some music services have merged with local arts organisations or have been absorbed by private sector companies that provide public services, such as those that manage leisure services. The information we have received on these arrangements suggests that music services do not have the independence they need to develop their services and can also be



required to deliver profits for the parent company. From the discussion meetings we have already conducted, we believe not-for-profit charitable status is preferred by our schools, users and partners and will help build confidence and support for the new organisation.

## 7 CONCLUSION

- 7.1 Lewisham Music Service managers believe that charitable status will enable it both to sustain and expand its services for schools, children and young people in a sustainable way, enhancing creativity and value, as well as offering new opportunities for new users. It will enhance our ability to work closely with new and existing partners as well as engage with emerging new strategic directions across London and beyond.
- 7.2 The proposed transfer will enhance access to new funding streams, improve resilience to the inevitable strategic and financial changes within our sector, and give the Service the freedom to re-structure services and operations as required in order to maintain the provision of high quality services to its users.
- 7.3 Our proposals will not lead to a reduction in our services to schools nor will it disrupt children's learning out of school. The terms of the transfer will safeguard employment terms and conditions for current members of staff.
- 7.4 The Lewisham Music Service charity will be a new and exciting chapter in the Service's 17 year history. We recognise that staff support for the transfer will be crucial to its success. We hope all members of staff will want to join us in helping to shape a thriving, successful and sustainable organisation with a long and viable future.

## 8 THE TRANSFER PROCESS

- 8.1 Timetable for consultation and transfer:

<i>11 May 2016</i>	<i>Consultation begins</i>
<i>May 2016</i>	<i>Discussion meetings for staff and stakeholders (tbc)</i>
<i>7 June 2016</i>	<i>Consultation ends</i>
<i>15 June 2016</i>	<i>Discussion of final proposals by CYP Directorate Management Team</i>
<i>27 July to 3 August 2016</i>	<i>Decision on final proposals (business plan, constitution, budget plan, consultation report) by Mayor and Cabinet and LBL scrutiny committee.</i>
<i>September to December 2016</i>	<i>TUPE planning and consultation. Due diligence: assessment of assets, liabilities, and contracts DfE and ACE guidance on future funding for music education hubs.</i>
<i>January to February 2017</i>	<i>Finalised budget proposals. Preparation for move to transition premises (if required)</i>
<i>March 2017</i>	<i>Finalise transfer agreement</i>
<i>1 April 2017</i>	<i>Music Service starts trading and operating as a CIO</i>
<i>January 2018</i>	<i>Move to the Fellowship, Bellingham</i>

## **9 HAVE YOUR SAY**

9.1 To share with us your views on our proposals, please complete the attached questionnaire by Tuesday 7 June 2016. Responses received after this date will not be included in our report for the Mayor and Cabinet.

9.2 If you have any questions regarding this engagement process or the information provided please contact Lewisham Music Service at

Peter Hayward  
Lewisham Music Service  
3<sup>rd</sup> Floor  
Laurence House  
1 Catford Road  
SE6 4RU  
Tel: 020 8314 6450  
Email: [peter.hayward@lewisham.gov.uk](mailto:peter.hayward@lewisham.gov.uk)

### **Appendices attached were**

**1: Current Music Service Staff Structure**

**2: LBL TUPE guidance for staff**

## APPENDIX 4

### CONSULTATION QUESTIONS FOR MUSIC SERVICE STAFF

#### The Future of Lewisham Music Service

#### Staff Questionnaire

May 2016

#### Introduction

This questionnaire seeks the views of Lewisham Music Service staff members on its plan to transfer out of Lewisham Council and become an independent charity. We believe this development will allow the service to maintain its current provision of high quality music education and experiences, whilst greatly enhancing its capacity to safeguard the future of its work.

The planned transfer to charitable status is not being proposed as a result of government funding cuts to musical services, nor is this change being imposed by Lewisham Council.

Lewisham Music Service is leading this process following careful analysis of its options, together with discussion with other independent charitable music education organisations in and out of London. Lewisham Music Service managers consider that charitable status will enable the Service to continue to expand its music provision for schools, children and young people in a sustainable way, as well as enabling it to offer new musical opportunities to new users.

As we plan for this new future we are very keen to receive your views and opinions. These are important and will help drive and develop the future direction of our service.

We would be very grateful if you could complete the attached questionnaire. **Before doing so please read the attached information sheet which summarises our proposals.**

The period during which comments can be received is from Monday 9 May to Sunday 5 June 2016.

If you have any questions regarding this engagement process or the information provided please contact Lewisham Music Service at:

Lewisham Music Service  
3<sup>rd</sup> Floor  
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1 Catford Road  
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Email: [music.hub@lewisham.gov.uk](mailto:music.hub@lewisham.gov.uk)

#### Section 1: Questions

(Please tick and comment in the boxes most relevant to you)

- 1 *Please indicate your staff role –  
tutor, tutor with additional management responsibilities, administrator, manager*
- 2 To what extent do you agree/disagree with the following:

*Lewisham Music Service provides and supports a diverse range of high quality musical activities.*

3 Please comment on your choice of answer.

4 From your experience, how would you rate the following aspects of Lewisham Music Service's work? (1: Excellent 2: Good 3: Average 4: Poor 5: Don't Know)

Promotion of young people's:  
enjoyment  achievement  wellbeing

Value for money  Quality of teaching

Promotion and marketing

Instrument provision  Range of musical opportunities

Quality of live events and projects  Professional development

Staff support and management  Employment terms and conditions

Communication with staff

5 To what extent do you agree/disagree with the following:

*It would be a worthwhile venture for Lewisham Music Service to become an independent charity.*

6 Please comment on your choice of answer.

## **Section 2: Other Comments**

1 Do you have any other comments on the planned changes to re-structure Lewisham Music Service as an independent charitable organisation?

2 Do you have any suggestions on any alternative models for the Music Service other than those set out in the accompanying information sheet?

# **Business case for the transfer of Lewisham Music Service from Lewisham Council to *Lewisham Music* (working title), a new independent charity**

## **1. Introduction**

This paper sets out the business case for the transfer of Lewisham Music Service from Lewisham Council to a new charity, *Lewisham Music* (working title) in April 2017. *Lewisham Music* will take over Lewisham Music Service’s delivery functions including its role as the music education hub role for Lewisham, subject to continued Department for Education (DfE) funding via Arts Council England (ACE). *Lewisham Music* will build on the Music Service’s track record and reputation in its provision of music learning, live events and music projects for young people in Lewisham schools and academies, its extensive out of school programme, and its facilitation of high quality local and regional music opportunities provided by a wide range of hub partners and associate organisations. Continuity of service will be assured, whilst providing new opportunities for a greater diversity of provision to the Lewisham community through access to new funding streams, new premises and new governance. (See Appendix 1 for the draft vision, mission and values of *Lewisham Music*).

## **2. Executive summary**

### **2.1 Summary of benefits for residents, schools and stakeholders**

<b>Residents, schools and stakeholders</b>	
Strategic benefits	<i>Sustainable future for diverse and affordable music education services and cultural opportunities (5.1.1). Scope for developing new musical and cultural initiatives e.g. music for families and communities (5.1.2).</i>
Financial benefits	<i>Charitable donations and tax reliefs to support under-represented and disadvantaged groups (5.2.1). Charity tax reliefs and new funding from trusts and foundations safeguards the future and support new programmes in a time of economic difficulty (5.2.2).</i>
Operation and delivery benefits	<i>Improved service delivery through increased flexibility and efficiency (5.3.1). Access to new fit-for-purpose premises (5.3.2).</i>

## 2.2 Summary of benefits for Lewisham Council

Lewisham Council	
Strategic benefits	<i>Continuation of high quality services for residents, schools and stakeholders (5.4.1). Positive contribution to strengthening the arts and social enterprise sector (5.4.2).</i>
Financial benefits	<i>Cost savings through externalisation of back office functions (5.5.1). Reduction of financial risk should government funding reduce or be removed in the future (5.5.2).</i>
Operation and delivery benefits	<i>Reduced workload for Council officers and senior managers through transfer out of workforce and governance (5.6.1). Desk space and storage areas freed up for other Council departments (5.6.2).</i>

## 3. Context

### 3.1 Lewisham Music Service

- Lewisham Music Service was founded in 1999 as a Council service and it is the largest music education provider in the borough. Throughout its history it has delivered non-statutory music education services in accordance with government policy and with the support of government funding.
- The Music Service's 58 music tutors currently deliver over 600 hours of music lessons and ensemble rehearsals each week for 10 weeks per term to over 6,000 children and young people in 69 of Lewisham's 89 schools and academies, as well as in a range of out of school settings.
- The Music Service is a department within Lewisham Council's Children and Young People's Directorate and it is managed by the School Improvement Team's Head of Standards and Inclusion.
- The Music Service is the lead organisation in Lewisham's music education hub. Its programmes are delivered in accordance with the four core roles and three extension roles for music hubs as set out in *The National Plan for Music Education* (DfE, 2011) and the ACE guidance for music hubs (ACE, 2016). The Music Service is responsible for providing music education advice and support for every school and academy in Lewisham as set out in the music hub School Music Education Plan and as recommended by Ofsted (*Music in schools: what hubs must do*, 2013).
- The Service leads a network of over 25 music and arts partner and associate organisations which includes world class orchestras (London Philharmonic Orchestra, London Symphony Orchestra), higher education colleges (Goldsmiths, Trinity Laban Conservatoire of Music & Dance) and local music and arts organisations (Heart n Soul, Horniman Museum & Gardens). In

2014/2015, 3,500 Lewisham children and young people took part in music projects and live events run by music hub partners.

- ACE has given Lewisham Music Service the highest possible rating for the quality of its work as a music hub for three years running.
- In 2014/2015, 2,420 children accessed learning an instrument for the first time through the Music Service's whole class programme in 71% of Lewisham's primary schools and special schools with KS2 pupils. Instruments provided include recorder, violin, cello, brass, djembe drums, samba, guitar and ukulele. 64% of these children are continuing to learn an instrument this year including 830 children in whole class continuation groups. A further 3,162 children in schools receive individual or small group instrumental or vocal lessons.
- The highly acclaimed Lewisham Music Hub Summer Gala at the Royal Festival Hall in July 2015 involved over 1,100 children and young people from 28 schools and 8 Music Service and hub partner ensembles. The Service has booked the Royal Festival Hall for another summer concert in June 2017.
- Over 500 children and young people regularly take part in the Music Service's 36 diverse choirs and music ensembles in its Saturday Music Centre and in a variety of after school settings across the borough.
- In 2015/2016, 3,250 young people from over 200 school, Music Service and hub partner musical ensembles performed to 5,000 audience members in 40 performance events including *Turning of the Year* (Blackheath Halls) and *Lewisham Live*, the largest youth music and dance festival in the borough.
- Lewisham Music Service's assets include musical instruments, audio-visual and IT equipment and a sheet music library. The Music Service provides over 2,500 musical instruments to schools and pupils throughout Lewisham, from violins to djembe drums, from piccolos to bass guitars, and from ukuleles to tubas.
- Pupils excel in ABRSM grade examinations, they progress to London junior conservatoires and colleges, specialist music schools and local and national youth ensembles, and many take up music courses in further and higher education colleges and universities.
- The DfE/ACE 2016/2017 music education hub grant for Lewisham is £403,894. This is provided in full to Lewisham Council. The Council makes it available as a ring-fenced grant for the Music Service. The Council provides in-kind support for business services, HR, IT, finance management and office premises. All staffing costs and other areas of front-line and back-office expenditure are met through the Music Service's budget. The budget turnover for 2016/2017 is estimated at £1.25m. Earned income from schools, parents, projects and events is estimated to be 61% of turnover.
- The DfE and ACE have not yet made any announcements about future music education hub funding beyond March 2017. However, hubs are critical to the delivery of the National Plan for Music Education (NPME) and the expectation is that funding will be continued for hubs at least to the end of the NPME timescale (2020).

## 3.2 Current trends in the cultural, education and local government sectors

- 3.2.1 The *Culture White Paper* (DCMS, 2016) sets out an ambitious plan for how cultural life in Britain can be better accessed and supported. At the heart of this strategy is the importance of building stronger and healthier communities, building greater local and national partnerships, and establishing cultural investment, resilience and reform. The report states that public investment will need to sit alongside private investment, philanthropy and earned income, and that it is this mixture of income streams that will provide the basis for a thriving cultural sector.
- 3.2.2 The white paper *Educational Excellence Everywhere* (DfE, March 2016) sets out proposals for changes to school funding mechanisms, school governance and the role of local authorities. The white paper's proposals may result in diminished funding for some schools and a reduced role for local authority school improvement teams.
- 3.2.3 Central government's commitment to reducing the national budget deficit has led to grants for local government being reduced. As a result, like other local councils, Lewisham Council has had to make savings which amount to 138m since 2010. Government funding for Lewisham is projected to continue to fall. The Council is anticipating it will need to make further cuts of £43m in its spending by 2020.
- 3.2.4 Many local councils are exploring a range of ways to re-structure statutory and non-statutory public service teams so that delivery can be sustained to the benefit of local residents through transfer into stand-alone social enterprises.
- 3.2.5 *Funding Arts and Culture in a Time of Austerity* (New Local Government Network and ACE, 2016) sets out ideas for new ways in which local government can continue to support arts and culture in a climate where austerity is impacting on provision of services. Arts and culture spending by local authorities (including library services) has fallen by 16.6% overall since 2010, with London boroughs showing the largest reduction at 19%. The report proposes that new ways of working will need to be found if arts and culture are to remain supported within local areas, including the development of new delivery models, new income streams and new partnerships.
- 3.2.6 The impact of these changes has been felt in the music education sector. ACE and Music Mark (the national music education association) officers have reported that many music services across England have transferred out from their local authorities in recent years. It is estimated that 26% of the current 123 music services and hubs in England could be independent organisations by 2018.
- 3.2.7 Lewisham has a thriving arts, small business and social enterprise sector. There are over 800 voluntary and community sector organisations in the borough, the highest percentage of small businesses anywhere in the UK (*Shaping our Future*, Lewisham Strategic Partnership, 2008). The *Lewisham Business Growth Strategy 2013-2023* (2013) sets out ways in which the Council aims to support local entrepreneurship and small and medium-sized businesses. For example, the Council is engaged with



developing co-working spaces to support and promote the clustering of small businesses through its new enterprise hubs, Catford Dek, Ladywell Dek and Deptford Dek. *Shaping our Future* sets out the Council's priorities for working alongside the borough's citizens to build and support sustainable communities. The aims of the *Business Growth Strategy* include enhancing the ability of new and existing businesses to thrive and grow, and to inspire, nurture and promote creativity and entrepreneurship.

## **4. Opportunities**

### **4.1 Strategic**

- 4.1.1 In a climate of change and funding uncertainties, independence, autonomy and flexibility will allow the Music Service to continue to have a leading role in the local music education sector whilst enabling it to adapt to and deal with changing needs and priorities of its users and stakeholders.
- 4.1.2 Charitable status will permit more flexible operating and delivery models, factors which are increasingly important in ensuring the continued maintenance and delivery of good value public services.
- 4.1.3 The Music Service transfer plan connects the Council's business support strategy. *Lewisham Music* will join a flourishing network of small business organisations enabling it to benefit from advice, expertise and partnership working.

### **4.2 Financial**

- 4.2.1 Continued government financial support for music services and hubs is not guaranteed. In a time of austerity, the Music Service cannot rely on the local council to make up any future shortfalls in funding. Reducing its dependency on government grants through accessing charitable reliefs and new sources of funding will add public value to its work and best safeguard the continuation of the Music Service's delivery and partnership programmes.
- 4.2.2 Music education hub lead partner organisations do not need to be local authority services in order to access hub funding under current DfE and ACE guidance. Independence will allow greater control over budgets and costs, enabling more effective and flexible responses to the changing needs and priorities of schools, children and young people, parents and carers, and other users and stakeholders.
- 4.2.3 Charities can apply for a wider range of funds than local authority organisations: public sector bodies are ineligible to apply for many grants that support cultural engagement.
- 4.2.4 The estimated 2016/2017 balance of expenditure will, in principle, provide a carry forward surplus as well as a cash reserve for *Lewisham Music* equivalent to 3

months salary and operating costs subject top transfer terms.

### **4.3 Operational**

- 4.3.1 As an independent charity, *Lewisham Music* will operate with a wider remit than would be possible for a CYP Council department. This will enable the organisation to have the flexibility to explore new markets as well as allowing it to utilise its specialist staff and resources to offer new services to new users from a broader sector of the Lewisham community.
- 4.3.2 The Music Service has a large customer base which includes every school in the borough and therefore with potential access to every pupil in the borough.
- 4.3.3 Lewisham Music Service is a named resident organisation in Phoenix Community Housing's Fellowship Inn development in Bellingham, supported by the Heritage Lottery Fund. Scheduled to open in 2018, this new cultural and community centre will contribute to regeneration of the Downham, Whitefoot and Bellingham wards through community and cultural engagement programmes. Transition premises for the Service from April 2017 have been secured at Catford Dek whilst works are completed at the Fellowship.
- 4.3.4 *Lewisham Music's* constitution will allow for the trustees to set up sub-committees and advisory groups which will facilitate representation and promote ownership and engagement from music hub partners, headteachers and school music leaders, parents and carers, co-opted specialists, music service staff, and young people.

## **5. The benefits of transfer**

### **5.1.1 Strategic benefits for residents, schools and stakeholders**

- 5.1.2 *Sustainable future for diverse and affordable music education services and cultural opportunities.*
  - 5.1.2.1 The ability to respond to strategic developments with independence, flexibility and greater creativity, dynamism and innovation will sustain the impact and reach of the Music Service's work.
  - 5.1.2.2 Subject to DfE funding for music education hubs remaining in place, and subject to approval by ACE of a revised business plan, *Lewisham Music* will retain the Music Service's hub functions. In partnership with local and regional organisations, *Lewisham Music* will continue the Music Service's delivery, facilitation and support for music-making for Lewisham's children, young people, families and schools and for partner and associate organisations working in the borough. New governance, fund-raising and business planning will ensure the Service has a sustainable and secure future.

5.1.3 *Scope for developing new musical and cultural initiatives e.g. music for families and communities.*

5.1.3.1 Charitable status will enable the establishment of bespoke governance with a new board of trustees bringing in a new talent, expertise, experience and insight from within the music, arts, education, charity, legal and business sectors along with new advisory groups with representatives drawn from our staff, user groups, partners and associates. New initiatives will be developed and supported by a flexible and innovative team with the capacity and independence to develop programmes and projects that meet the needs of all residents, schools and stakeholders in the borough.

5.1.3.2 New initiatives together with an expanded range of current services and programmes will have the potential to enrich the lives of every resident in Lewisham in every corner of the borough.

**5.2 Financial benefits for residents, schools and stakeholders**

5.2.1 *Charitable donations and tax reliefs to support under-represented and disadvantaged groups.*

5.2.1.1 As a charity, *Lewisham Music* will be able to take advantage of financial benefits such as discounts on purchase of some services, tax reliefs, donations and Gift Aid.

5.2.1.2 A new bursary scheme and targeted fund-raising will deepen engagement and open up greater access to progression routes for the most needy in our borough.

5.2.2 *Funding from trusts and foundations safeguards the future and support new programmes in a time of economic difficulty.*

5.2.2.1 *Lewisham Music's* board of trustees will bring new expertise in areas such as fund-raising and finance management and enable the organisation to reduce its dependency on a single source of funding (the ACE grant).

5.2.2.2 Closer collaboration with the social enterprise sector, including opportunities brought about through relocation to the Fellowship in Bellingham, will enable access to a wider range of income streams. Revenue from subletting spaces within *Lewisham Music's* parts of the building to community groups, arts and cultural providers, schools and training organisations will help meet the costs of the lease and service charges as well as supporting the back office costs and delivery costs.

### 5.3 **Operational benefits for residents, schools and stakeholders**

#### 5.3.1 *Improved service delivery through increased flexibility and efficiency.*

- 5.3.1.1 Independence from Council systems will permit the implementation of new bespoke digital, communication and back office services. These developments will provide a customised and more effective service for staff, schools, users, and hub partners and associates.
- 5.3.1.2 New branding, website and social media will promote wider engagement across the borough, re-energising existing customers and partners as well as attracting new users and stakeholders.
- 5.3.1.3 Alongside benefiting from the Music Service's current experienced and trained workforce under the terms of the TUPE transfer process, greater flexibility with procurement of specialist staff through bespoke contractual arrangements will enable *Lewisham Music* to meet the needs of its customers and partners more effectively than is possible through Council staffing and procurement systems. Examples include specialist practitioners for project delivery; deputy teachers and tutors to cover short term absence; commissions for creative artists for new works and cross-arts programmes.
- 5.3.1.4 Continuity of services, systems, customer base and workforce from the Music Service to the new organisation will minimise disruption due to the transfer for residents, schools and stakeholders. Established school programmes will continue under the new banner of *Lewisham Music* together with after school, Saturday, live event, project and holiday course programmes. *Lewisham Music* will be underpinned by the Music Service's established, respected and successful track record.

#### 5.3.2 *A base for the Service in new fit-for-purpose premises.*

- 5.3.2.1 The Fellowship Inn development will provide *Lewisham Music* with rehearsal, studio, examination centre, administration, storage and meeting facilities as well as access to new performance spaces.

### 5.4 **Strategic benefits for Lewisham Council**

#### 5.4.1 *Continuation of high quality services for residents, schools and stakeholders.*

- 5.4.1.1 The Council's involvement in supporting a successful transfer that safeguards the continuation of music provision for its residents, schools and stakeholders will underpin the value it places upon the importance of cultural enrichment in people's lives.
- 5.4.1.2 The experience gained by officers involved in the transfer process will help the Council in planning for any future externalisation and re-structuring of services.

#### 5.4.2 *Positive contribution to strengthening the arts and social enterprise sector*

5.4.2.1 The Music Service's partnerships and networks will transfer across to *Lewisham Music*. The new charity will be a major player in the education and arts social enterprise sector. It will join a burgeoning sector of small and medium sized businesses and contribute to the Council's strategic business plans for the borough.

#### 5.5 **Financial benefits for Lewisham Council**

##### 5.5.1 *Cost savings through externalisation of back office functions.*

5.5.1.1 The transfer of the Music Service from the Council will remove the need for the Council to provide in-kind support services. Finance officers have estimated this will create a saving for the Council of £95,149 per annum.

##### 5.5.2 *Reduction of financial risk should government funding reduce or be removed in the future.*

5.5.2.1 Financial risks will transfer to *Lewisham Music*. The Council will no longer carry single-handedly the financial risks associated with ring-fenced ACE funding being removed or with it being inadequate to meet the Service's staff costs and liabilities.

#### 5.6 **Operational benefits for Lewisham Council**

##### 5.6.1 *Reduced workload for Council officers and senior managers through transfer out of workforce and governance*

5.6.1.1 Governance and management of the Music Service will transfer to *Lewisham Music*. This will reduce workload and areas of responsibility for senior leaders and officers in CYP, School Standards and Inclusion, HR, IT, payroll and finance departments.

##### 5.6.2 *Desk space and storage areas freed up for other Council departments*

5.6.2.1 The Music Service will relocate to alternative premises freeing up space in Laurence House for other Council teams.

## 6. **Conclusion**

CYP and Music Service officers consider the Service will be able to operate more effectively as a charitable organisation in a changing world where the need to develop new approaches to the operation of services, to diversifying funding streams, and to strategic development are crucial to its future.

Services in schools and out of school settings will be safeguarded and their future will be more sustainable.

As a charity the Service can both sustain and expand its services for schools, children and young people, whilst enhancing creativity and value through better engagement with emerging new strategic directions across London and beyond. Charitable status will improve financial resilience by enhanced access to new funding streams and reduced dependency on a single source of public funding. This will permit greater flexibility to customise services and operations as required in the best interests of residents, schools and stakeholders.

Our proposals will not lead to a reduction in our services to schools nor will it disrupt children's learning out of school. The terms of the transfer will safeguard employment terms and conditions for current members of staff.

The transfer will herald a new and exciting chapter in the history of the Music Service ensuring, in its new role as a social enterprise, that its legacy is secured and that the impact and reach of its services are sustained for the many thousands of current and future users in our borough.

## **APPENDIX 1**

### **The Draft Vision, Mission and Values of *Lewisham Music***

#### ***Our Vision***

Being musical is at the heart of human experience.

*Lewisham Music* aims to transform people's lives and communities through access to musical opportunity. We are committed to broadening and deepening musical engagement amongst people of all ages, particularly children and young people, and to providing high quality learning opportunities that support them to fulfil their musical aspirations and potential.

***Our Mission*** Drawing on 17 years of experience in working with schools, young people and cultural organisations, our mission for the next 5 years is to promote and celebrate:

- music in schools
- music in the community
- music in partnership
- cultural diversity, creativity and excellence
- the skills, knowledge and experience of music education practitioners
- equality of access
- the musical aspirations and goals of vulnerable and disadvantaged people in our communities
- access to music for children, young people and adults with additional needs.

#### ***Our Values***

- We will have the highest musical aspirations and ambition for all our participants and stakeholders.
- We will promote quality of access, fairness and music for all.
- We will work with transparency and accountability.
- We will provide high quality services that make a positive difference to the lives of children and young people, their families and their communities.

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Peter Hayward  
Head of Lewisham Music Service & Director of Lewisham Music Hub  
September 2016



## APPENDIX 4

# Charity models: advantages and disadvantages

The table below summarises the advantages and disadvantages of the three principle charity models adopted by local authority services, including music services, which have transferred out from councils across England.

Type of organisation	Advantages	Disadvantages
<b>Community Interest Company (CIC)</b>	<ul style="list-style-type: none"> <li>• Cheaper and quicker to set up than a charity</li> <li>• Light touch regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Harder to access tax reliefs and additional funds from trusts and foundations than for charities</li> <li>• More limited regulatory powers than a charity</li> <li>• Additional costs for payments to directors</li> <li>• The LBL managers currently running the Music Service would transfer control to a group of paid directors</li> </ul>
<b>Charitable Company Limited by Guarantee (CLG)</b>	<ul style="list-style-type: none"> <li>• Charity tax reliefs</li> <li>• Access to funds from trusts, foundations etc.</li> <li>• Members of the public may be more likely to trust a registered charity</li> <li>• Members have more rights than for a CIO (e.g. calling meetings, voting by proxy, removing trustees)</li> <li>• Trustees cannot be paid for their role and cannot normally be employees</li> <li>• Quicker registration process than for CIO</li> </ul>	<ul style="list-style-type: none"> <li>• A company form adapted for charities with two regulators (Charity Commission and Companies House) – trustees therefore have dual roles: charity trustees <u>and</u> company directors</li> <li>• There are limits to areas of trading that fall outside the charitable objects (up to £50,000)</li> </ul>
<b>Charitable Incorporated Organisation (CIO)</b>	<ul style="list-style-type: none"> <li>• Charity tax reliefs</li> <li>• Access to funds from trusts, foundations etc.</li> <li>• Members of the public may be more likely to trust a registered charity</li> <li>• Trustees cannot be paid for their role and cannot normally be employees</li> <li>• The LBL managers currently running the Music Service will transfer control to a group of voluntary trustees</li> <li>• CIO is a bespoke vehicle for charities</li> <li>• One registration process with one regulator (Charity Commission)</li> </ul>	<ul style="list-style-type: none"> <li>• A newer and less tested form than CLG</li> <li>• Some financial institutions may be less willing to lend to CIOs and CLGs</li> <li>• Fewer rights for members than a CLG</li> <li>• Legal status is linked to charitable status – if the charity lost its Charity Commission registration it would cease to exist</li> <li>• There are limits to areas of trading that fall outside the</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduced amount of administration and compliance procedures than for a CLG</li> <li>• Flexibility for trustees in calling meetings</li> <li>• Greater privacy for members since the register of members is not open to the public</li> <li>• Members and trustees have express duty to exercise their rights in the interests of the charity and the constitution can be amended to include specific rights for members</li> </ul>	charitable objects (up to £50,000)
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Head of Lewisham Music Service & Director of Lewisham Music Hub  
September 2016

**APPENDIX 5**

## Risk Register

Rating for likelihood and seriousness for each risk			
L	Rated as low	Ex	Rated as extreme (used for seriousness only)
M	Rated as medium	NA	Not assessed
H	Rated as high		

Grade: Combined impact of likelihood and seriousness					
		Seriousness			
		Low (L)	Medium (M)	High (H)	Extreme (Ex)
Likelihood	Low (L)	E	D	C	A
	Medium (M)	D	C	B	A
	High (H)	C	B	A	A

Recommended actions for grades of risk	
Grade	Risk actions
A	Actions to reduce the likelihood and seriousness to be identified and implemented as soon as the project commences.
B	Actions to reduce the likelihood and seriousness to be identified and appropriate actions implemented during project execution.
C	Actions to reduce the likelihood and seriousness to be identified and costed for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
E	To be noted - no action is needed unless grading increases over time.

Ref:	Description of risk	Likelihood	Seriousness	Impact	Actions
					Pr – Preventative Co – Contingency Re – Recovery
1	Mayor and Cabinet does not agree Music Service proposals to spin out	L	H	C	Pr: Work with steering group, officers and councillors to create a viable plan. Co: Research other music services who have faced similar issues. Re: Try and reach a compromise or continue as a Council department.
2	Charity trustees and Council fail to agree on transfer terms and conditions	L	H	C	Pr: Work with steering group, officers and councillors to create a viable plan. Co: Research other music services who have faced similar issues; seek legal advice. Re: Try and reach a compromise or continue as a Council department.
3	DfE funding for music education hubs is reduced or withdrawn	L	Ex	A	Pr: Seek advice from DfE, ACE, Music Mark, other music services and hubs. Co: Identify new income streams e.g. gift aid, new markets, trusts and foundations. Review viability of 'spin out' plan. Re: Reduce service offering. Remove grant subsidies on services.
4	ACE fails to approve charity's application for music education hub funding	L	Ex	A	Pr: Seek advice from DfE, ACE, Music Mark. Co: Identify new income streams e.g. gift aid, new markets, trusts and foundations. Review viability of 'spin out' plan. Re: Reduce service offering. Remove grant subsidies on services.
5	Charity fails in first year of operation	L	Ex	A	Pr: Support from trustees, business mentor and consultants. Co: Apply for additional financial support from bank and/or funders. Re: Selective redundancies.
6	TUPE liabilities not affordable for the new charity	M	H	B	Pr: Research financial and legal options to reducing liabilities. Co: Research alternative pension options. Re: Adjust services/staffing/reserves.
7	Hours of delivery in schools reduce due school budget changes	M	M	C	Pr: Close engagement with schools, improved marketing and communication. Co: Identify new delivery models. Re: Focus on new service offers.
8	Reputation diminishes as a result of transferring out of the Council	L	H	C	Pr: Close engagement with all stakeholders, improved marketing/communication; review users' needs. Co: Identify new income streams e.g. Gift Aid, new markets, curriculum provision. Re: Adjust services accordingly with a focus on new service offers.

Peter Hayward, Head of Lewisham Music Service & Director of Lewisham Music Hub, September 2016

<b>Children and Young People Select Committee</b>			
<b>Title</b>	Successful transition between Primary and Secondary School: Scoping Paper	<b>Item No</b>	9
<b>Contributors</b>	Scrutiny Manager		
<b>Class</b>	Part 1	<b>Date</b>	12 October 2016

## 1. Purpose of paper

- 1.1 As part of its work programme the Committee has agreed to undertake an in-depth review into Successful transition between Primary and Secondary Schools (Key Stage 2 to Key Stage 3).
- 1.2 This paper sets out the rationale for the review, provides some background information on the work that has already been carried out in relation to this topic within Lewisham and sets out proposed terms of reference for discussion and agreement by the Committee.
- 1.3 The in-depth review process is outlined at Appendix A.

## 2. Recommendations

The Select Committee is asked to:

- note the contents of the report
- consider and agree the proposed key lines of enquiry for the review, outlined in section 7 and the timetable, outlined in section 8.

## 3. Policy context

- 3.1 The Council's overarching vision is "Together we will make Lewisham the best place in London to live, work and learn". In addition to this, ten corporate priorities and the overarching Sustainable Community Strategy drive decision making in the Council. Lewisham's corporate priorities were agreed by full Council and they remain the principal mechanism through which the Council's performance is reported.
- 3.2 The Council's corporate policy of "Young people's achievement and involvement" promotes raising educational attainment and improving facilities for young people through working in partnership. The Council's Sustainable Community Strategy's priority of "Ambitious and Achieving" aims to create a borough where people are inspired and supported to achieve their potential.

3.3 The Children and Young People’s Plan 2015 – 2018 also sets strategic vision and a key aspect is “Raising the attainment of all Lewisham children and young people” and this has a number of specific outcome areas:

- AA1: Ensuring there are sufficient good quality school places for every Lewisham child.
- AA2: Ensuring all our children are ready to participate fully in school.
- AA3: Improving and maintaining attendance and engagement in school at all key stages, including at transition points.
- AA4: Raising participation in education and training, reducing the number of young people who are not in education, employment or training (NEET) at 16-19.
- AA5: Raising achievement and progress for all our children at Key Stages 1 – 4 and closing the gaps between underachieving groups at primary and secondary school.
- AA7: Raising achievement and attainment for our Looked After Children at all Key Stages and Post 16.

3.4 Transition between primary and secondary school is important and getting in right maximises the experience for young people and schools, helping to maintain achievement and minimise falls in attainment as well as behavioural and emotional problems. According to the DSCF report, successful transitions between key stages “are the key drivers to raising standards”. Where transfer is strongest the “social, emotional, curricular and pedagogical aspects of learning are managed in order to enable pupils to remain engaged with, and have control of, their learning.<sup>1</sup> Although transfers between all key stages can raise challenges, the particular issues of transfer from key stage 2 to 3 and from primary to secondary is the most challenging for schools, pupils, families and the local authority.

3.5 The 2015 Ofsted report “Key Stage3: the wasted years” highlights that in the annual 2013/14 report, Her Majesty’s Chief Inspector reported that “primary schools had continued to improve but the performance of secondary schools had stalled”. The report also noted that a major contributing factor to this was that the transition from primary to secondary school was often poorly handled and the gains made at primary school were not embedded and developed at Key Stage 3. The Ofsted report itself highlights “the lack of priority given to Key Stage 3 by many secondary school leaders” The report also criticised some schools for “too many not working effectively with partner primary schools to understand pupil’s prior learning and ensure that they built on this during Key Stage 3”. The report also criticised the use of pupil premium money in some schools at Key Stage 3 and that it wasn’t used effectively to ensure the gaps between disadvantaged pupils and their peers continued to

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<sup>1</sup> Strengthening transfers and transitions: Partnership for Progress, DCSF 2008.

close on transition to secondary school. The report also found that many secondary leaders focused on the pastoral side of transition from primary school only and that this was particularly to the detriment of the most able students.<sup>2</sup>

- 3.6 In terms of the Local Authority’s statutory duties as regards to transition from KS2 to KS3, these principally relate to the admission process for secondary school and providing additional support for students who have an EHC (Education, Health and Care Plan) or a Statement of Special Educational Needs. For these students, parents and the young person need to be involved in the choice of secondary school that will be stated on the statement or plan, as will the school of choice. The transition process itself is managed by schools themselves.

#### 4. Transition in Lewisham

- 4.1 Within the borough there are currently 72 schools that take children of primary age. This includes the all-through schools: Haberdashers Aske’s Knights Academy, Prendergast Vale, Prendergast Ladywell and Trinity Church of England School. There are currently 15 state-funded schools that take secondary children including the previously mentioned all-through schools. At the move from year 6 to year 7, Lewisham loses around one quarter of its Year 7 students to other boroughs and only 15% of the year 7 intake is made up of pupils from out of the borough. This is contrast with the average across London boroughs where 80% go to a school in their home borough and 20% come from other boroughs. In the primary sector about 10% leave Lewisham.
- 4.2 In November 2015 data on first preferences made by Lewisham residents for September 2016 showed that only 59% of all parents chose a Lewisham secondary school as their first choice. Three of the secondary schools were over-subscribed: 2 of these were Ofsted rated “outstanding” schools and the other was a faith schools.

Analysis on Primary Feeders to Lewisham Secondary Schools, based on the Unique Pupil Numbers.

Census	Summer		=>	Autumn	
School Year	2015		=>	2016	
NC Year	6		=>	7	
Cohort	2838		=>	2484	
To Our Year 7	1882	66.3%	=>	1882	75.8%
Not to our Year 7	956	33.7%	=>		
Not from Our Year 6			=>	602	24.2%
Comparative analysis from the Summer 2015 Census to the Autumn 2016 Census shows that Lewisham retained 66.3% of the Year 6 pupils, meaning 33.7% went out of borough. In the following year 7 the retained Cohort accounted for 75.8% of that years pupils, meaning 24.2% have been educated out of borough.					

<sup>2</sup> Key Stage 3: the wasted years, Ofsted, September 2015



- 4.3 In terms of pupil attainment in Lewisham it can be useful to look at the progress made by pupils from key stage 2 to key stage 4. Previous reports to this Committee have looked at English and Maths using the RAISEonline and Ofsted definition of “expected progress” which is based upon measuring pupils’ progress in terms of whole levels across a key stage. In the secondary phase, a pupil who finishes anywhere in level 4 at the end of Key Stage 2 in English and Maths and who goes on to gain a grade at least a C at GCSE in Key Stage 4 (3 levels of progress), has made the “expected progress”. Pupils are deemed to have made “good” progress when they make four or more levels of progress from their Key Stage 2 starting points. “Expected” progress is interpreted as “satisfactory” progress by Ofsted.
- 4.4 In 2015 the percentage of Lewisham pupils who made expected progress between KS2 and KS4 was 69.8% in English, this was lower than previous years and lower than London and National averages. The percentage meeting expected progress in Maths in 2015 was 61.9% which again was lower than London and National average.<sup>3</sup>

Progression between Key Stage 2 to 4 in English - % meeting expected level or above										
	2008	2009	2010	2011	2012	2013	2014	2015	Yr. on Yr. Change	Change from 2008
DoT	-	↘	↘	↗	↘	↗	↗	↘	↘	↗
Lewisham	68.3	67.9	67.0	73.2	69.6	72.0	76.0	69.8	-6.2	1.5
Stat. Neighbour	65.3	68.1	72.8	74.7	73.0	76.9	78.4	76.3	-2.2	11.0
Inner London	69.5	68.6	72.3	76.2	74.0	76.9	77.4	76.8	-0.6	7.3
London	68.4	70.6	74.6	77.1	73.8	77.0	78.2	76.1	-2.1	7.7
England	64.1	64.7	69.3	71.8	68.0	70.4	71.6	71.1	-0.5	7.0

Progression between Key Stage 2 to 4 in Maths - % meeting expected level or above.										
	2008	2009	2010	2011	2012	2013	2014	2015	Yr. on Yr. Change	Change from 2008
DoT	-	↗	↘	↗	=	↗	↘	↘	↘	↗
Lewisham	57.0	59.9	58.1	68.4	68.4	70.5	62.4	61.9	-0.5	4.9
Stat. Neighbour	60.4	64.2	67.4	70.7	73.7	77.6	71.0	70.0	-0.9	9.6
Inner London	61.0	63.6	67.7	72.5	75.2	77.0	71.4	70.7	-0.7	9.7
London	63.2	66.0	69.2	72.5	75.3	77.4	72.0	71.6	-0.4	8.4
England	56.8	57.9	62.0	64.8	68.7	70.7	65.5	66.9	1.4	10.1

4.5 The importance of good transition is understood in Lewisham and work is already underway to understand current performance and improve practice across the borough. To this end, a Transition Working Group has been set up,

<sup>3</sup> Item 3, School Improvement including Ks3 and Ks4 results, Children and Young People Select Committee, March 2016, Lewisham Council  
<http://councilmeetings.lewisham.gov.uk/documents/g3736/Public%20reports%20pack%2001st-Mar-2016%2019.30%20Children%20and%20Young%20People%20Select%20Committee.pdf?T=10>



consisting of primary and secondary school heads and the Council's Access, Inclusion and Participation team, to identify good practice in Lewisham. The Group aims to improve outcomes for students as a result of effective transition arrangements, as well as to increase numbers of pupils choosing Lewisham Secondary Schools. More information on this will be provided as part of the report for the first evidence session.

## **5. Working in collaboration with Young Advisors**

- 5.1 This scrutiny review by the Children and Young People Select Committee will aim to work in a way that takes into account the views of, and works in collaboration with representatives from, the Young Advisors panel at every stage of the review process.
- 5.2 Being a matter of such importance to young people and where the service users are entirely made up of young people; using the expertise and experience of the Young Advisors will help ensure that the review is pertinent, representative and can reach sensible conclusions that will improve the outcome for these young people. The review will draw on their experiences and expertise and ability to engage with their peers. Following discussions with the Young Advisors, two individuals have been selected to be involved in the whole review process including commenting on evidence and suggesting lines of enquiry. Elizabeth Adewale and Kris Thomas attended the Children and Young People Select Committee meeting on 14 September for the pre-scoping paper discussions and their comments are fed into this paper.

## **6. Meeting the criteria for a review**

- 6.1 A review into transition between primary and secondary school meets the criteria for carrying out a scrutiny review, because:
- it is a strategic and significant issue
  - scrutiny can add value in this area
  - a scrutiny review would be timely as the Committee's findings could feed into the on-going work being undertaken by the CYP Directorate into transition and good practice. In particular it could inform the work of the LB Lewisham Transition Working Party.

## **7. Key lines of enquiry (KLOE)**

- 7.1 It is proposed that the review considers a number of indicators such as attainment, attendance, participation, behaviour, bullying and mental health and looks to find good practice examples of where transition is working well and how this can be embedded and replicated. The review will also draw on expert studies and their findings.
- 7.2 **Local and national context**
- What are the factors that enable successful transition?
  - How can successful transition be measured or qualified?
  - What is the evidence from national experts?

- What is the evidence regarding successful transition in Lewisham?
- What are the experiences from local schools and young people in Lewisham?
- What is the role of pastoral care before and after transition?
- Are there any funding constraints and how do we ensure value for money?

### 7.3 **Transition in Lewisham**

- What is the statutory role of the local authority and of schools?
- What is the current performance in terms of attainment from KS2 to KS3 and KS4?
- How supported are students before and after the transition to secondary school?
- How is transition handled in all through schools? How does this compare to other traditional primary to secondary transition?
- What do attendance and exclusion rates show in relation to transition?
- How are young people with EHCP or SEN supported through transition?
- How does student mobility (in and out of the borough/schools within the borough) and high numbers of feeder schools affect transition?
- What can be done to mitigate problems?
- What is the role of the Transition Working Group? How will this review and the working group ensure their findings are timely and feed into policy and practice?
- How do we capture the views and experiences of young people?

### 7.4 **What does good practice look like and how can this be successfully embedded and emulated?**

- What factors make transition successful?
- What are the best schools/local authorities doing in this area?
- Are there examples of innovative ways of working?
- Are there specific issues for vulnerable young people that are not being addressed?
- How do we capture the views and experiences of young people?
- Are there examples of success from local schools? How can this be embedded and emulated.

## 8. **Timetable**

8.1 The Committee is asked to consider the outline timetable for the review set out below. It is suggested that two evidence sessions are held, one focussing on the work being carried out in Lewisham; and one focussing on good practice. In addition to this, evidence from stakeholders will be sought as part of the evidence sessions and as part of the visits to be undertaken by members of the committee.

### 8.2 **First evidence-taking session (10 November 2016)**

To address the KLOE outlined in paragraphs 7.2 and 7.3: Local and National Context and transition in Lewisham currently.

1. Receiving a written report from officers providing information on the following:
  - What does successful transition look like?
  - Statutory role of the Local authority and of the schools in respect of transition.
  - Attainment levels, key stage 2 to key stages 3/4
  - Demographics, mobility of students, numbers of feeder schools
  - Attendance and exclusion
2. Questioning officers on the report.

### 8.3 **Visits** (November 2015 – January 2016)

To address the KLOE outlined in paragraphs 7.2, 7.3 and 7.4.

1. To help the Committee assess good practice and the challenges faced by schools, pupils and families; a number of visits are proposed to local schools. These could include: Baring Primary School following a suggestion by the Chair, Bonus Pastor and St William of York; and/or Conisborough and Rangefield who have established partnerships between primary and secondary to aid transition and mutual learning. At the September 2016 meeting of CYP Select it was also suggested that a visit to an all-through school such as Prendergast Vale was included.
2. The visits would look at partnerships between schools and how the schools prepare, pupils, parents and teachers for the transition. They would also help to address what is good practice identifying examples of success.

### 8.4 **Second evidence-taking session** (11 January 2017)

Identifying and emulating good practice.

To address the KLOE outlined 7.4.

1. Receiving verbal and written evidence from organisations such as: UCL; DfE.
2. Receiving evidence from external people with a strategic Lewisham view such as: Chairs of the Primary and Secondary Heads Partnership; Lewisham Governors' Association;
3. Considering good practice and experience from schools considered to have an outstanding approach to successful transition.

### 8.5 **Recommendations and final report** (28 February 2017)

1. Considering a final report presenting all the evidence taken and agreeing recommendations for submission to Mayor and Cabinet.

## 9. **Further implications**

- 9.1 At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.

## **Background Papers**

Identifying factors that predict successful and difficult transitions to secondary school, Nuffield Foundation, 2014 <https://www.ucl.ac.uk/stars>

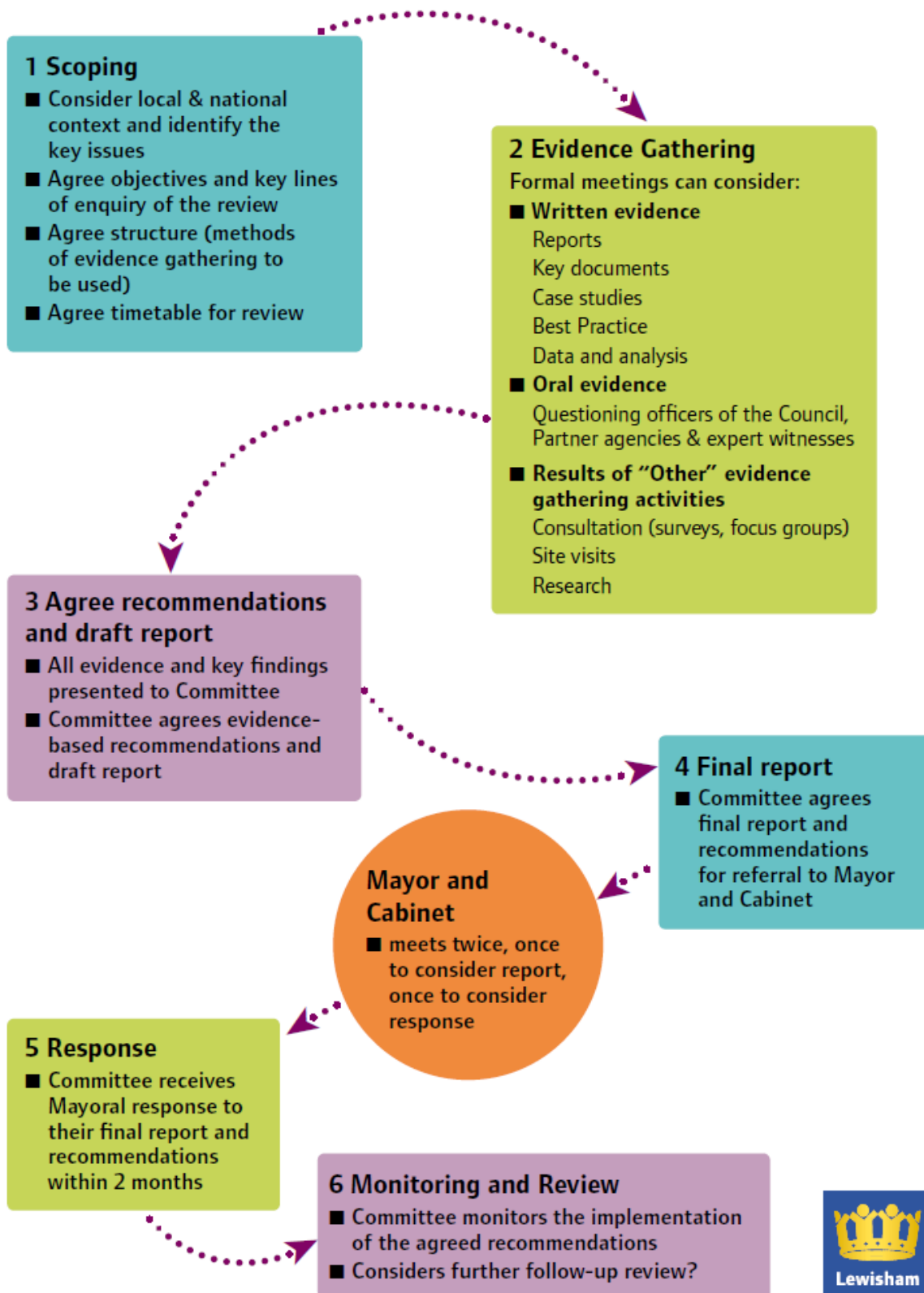
Key Stage 3: the wasted years, Ofsted, September 2015  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/459830/Key\\_Stage\\_3\\_the\\_wasted\\_years.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459830/Key_Stage_3_the_wasted_years.pdf)

What Makes a Successful Transition from Primary to Secondary School, Department for children, schools and families, 2008  
<http://webarchive.nationalarchives.gov.uk/20130401151715/http://www.education.gov.uk/publications/eOrderingDownload/DCSF-RR019.pdf>

Strengthening transfers and transitions: Partnership for Progress, Department for children, schools and families, 2008  
[http://dera.ioe.ac.uk/7464/7/str\\_tt\\_prtnshp\\_pgrss08308\\_Redacted.pdf](http://dera.ioe.ac.uk/7464/7/str_tt_prtnshp_pgrss08308_Redacted.pdf)

For further information please contact Katie Wood, Scrutiny Manager on 020 8314 9446

## How to carry out an in-depth review



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Children and Young People Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	10
Class	Part 1 (Open)	12 October 2016	

## 1. Purpose

To advise Committee members of the work programme for the 2016/17 municipal year, and to decide on the agenda items for the next meeting.

## 2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 24 May 2016 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

## 3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

## 4. The work programme

4.1 The work programme for 2016/17 was agreed at the Committee's meeting on 13 April 2016.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria. The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider

which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

## 5. The next meeting

5.1 The following reports are scheduled for the meeting on 10 November 2016:

Agenda item	Review type	Link to Corporate Priority	Priority
<b>Children's Social Care Ofsted Action Plan</b>	Performance monitoring	Young people's achievement and involvement and Protection of Children	High
<b>Evidence Session – In-depth review on Transition from Primary to Secondary</b>	In-depth review	Young people's achievement and involvement and Protection of Children	High
<b>Children's Social Care Workforce Strategy</b>	Performance monitoring	Young people's achievement and involvement and Protection of Children	High
<b>Further Education – update on area reviews</b>	Information Item	Young people's achievement and involvement	Medium

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these item, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

## 6. Financial Implications

There are no financial implications arising from this report.

## 7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

## 8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:



- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

## **9. Date of next meeting**

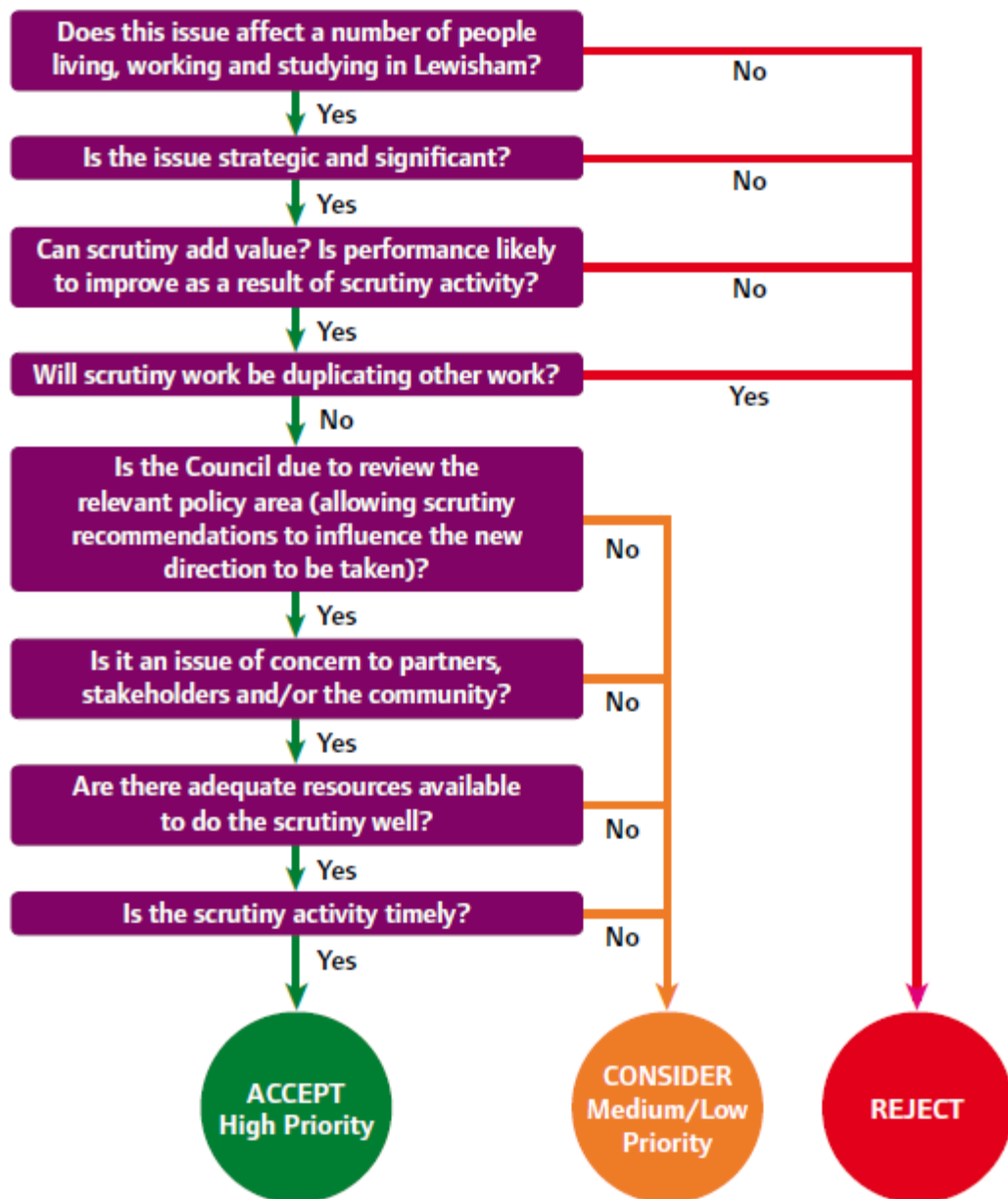
9.1 The date of the next meeting is Wednesday 10 November 2016.

### **Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

## Scrutiny work programme – prioritisation process



Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	13-Apr	08-Jun	13-Jul	14-Sep	12-Oct	10-Nov	11-Jan	28-Feb
Lewisham Future Programme	Standard item	High	CP2 & CP7	Ongoing				Savings				
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP10	Apr								
Select Committee work programme 2015/16	Constitutional requirement	High	CP10	Apr								
Independent Advice & Guidance in School	in depth review	High	CP2&CP7	Apr		report			Response to recs			
Report of Education Commission	Performance monitoring	High	CP2	Apr	UPDATE				Action Plan & referral response			
Employee Led mutual for the Youth Service	Information Item	Medium	CP2 & CP7	Apr	UPDATE	UPDATE						
Introduction to Young Mayor and Advisors	Information Item	Medium	CP2	Apr								
Annual Report on attendance and exclusions	Performance monitoring	Medium	CP2&CP7	Jun								
Response to referral on Ofsted Action Plan	Performance monitoring	Medium	CP2&CP7	Jun		RESPONSE						
Alternative Education Provision	policy development	Medium	CP2	Jun								
Childrens Social Care Ofsted Action Plan	Performance monitoring	High	CP2&CP7	Jul								
Udate on implementation of SEND Strategy	Performance monitoring	High	CP2&CP7	Jul								
Early Help Strategy	Performance monitoring	High	CP2&CP7	Jul								
In-depth review Transition from Primary to Secondary School	Indepth review	High	CP2&7	Ongoing				Informa discussio	Scope	Evidence 1	Evidence 2	Report
Health Savings -school nursing and health visiting	Performance monitoring	high	CP2&CP7	Sep								
Lewisham Safeguarding Children's Board Annual Report	Standard item	High	CP7	Oct								
Childrens Social Care Workforce Strategy	Performance monitoring	High	CP2&CP7	Nov								
Further Education - update on area reviews	Information Item	Medium	CP2	Nov								
Human Trafficking Organisation -External speaker	Information Item	High	CP7	Nov								
Update on Q11 Savings proposal - Melliot Road	Performance monitoring	High	CP7	Nov								
Safeguarding Services 6-monthly Report	Standard item	High	CP2&CP7	Jan								
Update on secondary school improvement strategy inc provisional results	Performance monitoring	High	CP2	Oct								
Child sexual exploitation Update	Standard item	High	CP2&CP7	Ongoing								
Music Services Proposals	Policy development	Medium	CP2	Oct								
School's Places Strategy Update	Performance monitoring	Medium	CP2	Jan								
Annual Schools Standards Report (primary and secondary)	Standard item/performance monitoring	High	CP2	Feb								
Childcare Strategy Update -including increase provision for 3 yr olds	Policy development	Medium	CP2	Feb								
Corporate Parenting and LAC Annual Report	Standard item/performance monitoring	High	CP2&CP7	Feb								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	13 April	5)	12 october
2)	8 June	6)	10 November
3)	13 July	7)	11 January
4)	14 September	8)	28 February

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020		
	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities		
	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

## FORWARD PLAN OF KEY DECISIONS

### Forward Plan October 2016 - January 2017

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or [kevin.flaherty@lewisham.gov.uk](mailto:kevin.flaherty@lewisham.gov.uk). However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"\* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2016	<b>Insurance Renewal</b>	09/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Carer Specialist Information Advice and Support Service Contract</b>	20/09/16 Overview and Scrutiny Business Panel	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Review of Highway Maintenance Contract Variation</b>	20/09/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Accounts 2015-16</b>	21/09/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Gypsy and Traveller Local Plan Consultation</b>	21/09/16 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Gypsy and Traveller Local Plan</b>	21/09/16	Janet Senior, Executive		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	<b>Site Selection</b>	Council	Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>LGO Report against Lewisham</b>	21/09/16 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Recommendations of the Broadway Theatre Working Group</b>	28/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Catford Housing Zone Funding Award and Terms</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member Housing		
February 2016	<b>Health and Social Care Devolution Pilot</b>	28/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>LIP Annual Spending Submission 2017/18 and</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources &		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	<b>2016/17 Update</b>		Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Lewisham Future Programme</b>	28/09/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	<b>Lewisham Homes Loan Acquisition Programme parts 1 and 2</b>	28/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Outcome of Public Health Savings Consultation and Approval to Procure</b>	28/09/16 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Private Rented Sector Discharge Policy</b>	28/09/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Secondary School Re-organisation/Expansion Proposal Permission for Consultation</b>	28/09/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for		



**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
			Children and Young People		
February 2016	<b>Contract Award/s Planned Preventative Maintenance, Repairs, Building Cleaning and Related Services</b>	28/09/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Occupational Therapy Services for Concessionary Award Schemes</b>	04/10/16 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
April 2016	<b>Autistic Spectrum Housing</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Deptford Reach Development</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
June 2016	<b>Options for 118 Canonbie Road</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Discretionary Rate Relief</b>	19/10/16	Aileen Buckton,		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	<b>Review</b>	Mayor and Cabinet	Executive Director for Community Services and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2016	<b>Disposal of Copperas Street Depot Creekside</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Financial Forecasts 2016/17</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Heathside &amp; Lethbridge Phase 5 Compulsory Purchase Order</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
August 2016	<b>Heathside &amp; Lethbridge Phase 6 Parts 1 &amp; 2</b>	19/10/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
January 2016	<b>New Bermondsey Housing Zone Bid Update</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

**FORWARD PLAN – KEY DECISIONS**

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May 2016	<b>Schools with License deficits</b>	19/10/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Treasury Management Mid-Year Update</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Update on action plan following Education Commission Report</b>	19/10/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>The Wharves Deptford - Compulsory Purchase Order Resolution</b>	19/10/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Family Support Service Contract Award</b>	19/10/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young		

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			People		
August 2016	<b>Footways Contract Award</b>	19/10/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2016	<b>Supported Living Services to Adults with Learning Disabilities Call-Off contracts</b>	19/10/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2016	<b>Children and Young People's Personalised Care and Support Preferred Provider Framework Contract Extension</b>	19/10/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Re-Procurement Managed Service Interpretation, Translation and Transcription Services Contract award</b>	01/11/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	<b>Annual Complaints Report</b>	09/11/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy &		

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			Performance		
September 2016	<b>Catford Regeneration Programme Update</b>	09/11/16 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Regionalising Adoption</b>	09/11/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2016	<b>Restoration and Re-Purposing of Buildings within Beckenham Place Park</b>	09/11/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
August 2016	<b>Review of National Non Domestic Rates - Discretionary Discount Scheme for Businesses Accredited to Living Wage Foundation</b>	09/11/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Carriageway Resurfacing Contract Award</b>	09/11/16 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

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August 2016	<b>School Minor Works Programme 2017</b>	09/11/16 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Deptford High Street (North) Contract Award</b>	22/11/16 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
August 2016	<b>Consultant Appointment 2016 Schools Minor Works Contract</b>	22/11/16 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Deptford Parish Council Petition and Community Governance Terms of Reference</b>	23/11/16 Council	Kath Nicholson, Head of Law and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2016	<b>Main Grants Programme 2017-18 Appeals Against Proposals</b>	30/11/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2016	<b>Ashmead Primary School Expansion: Results of</b>	07/12/16 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

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	<b>Consultation</b>		Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2016	<b>2017-18 Council Tax Reduction Scheme</b>	07/12/16 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Contract Extensions for Accommodation Based Services and Floating Support Service</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2016	<b>Fusion Leisure Contract Variation</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
May 2016	<b>Main Grants Programme 2017-18 Allocation of Funding</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		

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May 2016	<b>Prevention and Inclusion Team Award of Contracts</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
August 2016	<b>Prevention Inclusion and Public Health Commissioning Contract Award</b>	07/12/16 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2016	<b>Lewisham Music Business Plan and Transfer Terms</b>	11/01/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
August 2016	<b>Community Premises Management Contract Permission to Tender</b>	11/01/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2016	<b>Council Tax Reduction Scheme 2017-18</b>	18/01/17 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		



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May 2016	<b>Council Budget 2017-18</b>	22/02/17 Council	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2016	<b>Community Premises Management Contract Award</b>	22/03/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		

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