

APPENDIX A

CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE Commissioning Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the **Children, Education, Libraries and Safeguarding Commissioning Plan 2015 – 2020**, which sets out a revised narrative and updated indicators/targets for 2016/17. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

1. CONTEXT FOR COMMISSIONING PLAN

Each Theme Committee is now being asked to agree a 2017/18 addendum to their plans, which sets out the Q3 position against 2016/17 targets and updated targets for 2017/18. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. It should be noted that this section ('context for the commissioning plan') is still to be inserted, as this reflects the introduction in the corporate plan which is still being finalised.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council's Corporate Plan sets the framework for each of the Theme Committees' five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

The **principles of Fairness, Responsibility and Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more

frequent users of services and to the wider taxpayer

- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

4. VISION FOR CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING

Children

- The vision, set out in the Children and Young People’s Plan, is to make Barnet the most **‘Family Friendly’ borough** in London by 2020, where children, young people and their families are safe, healthy, resilient, knowledgeable, responsible, informed and listened to. At the core of this vision is a resilience-based approach.
- There will be a **resilience-based model of practice** embedded across our work and our partners’ work with children and families, identifying issues early and supporting them to build their resilience.
- **Safeguarding arrangements** for vulnerable children and young people will be resilience based, effective and robust, with greater interface, including sharing information, between services.
- The social care workforce will be equipped and enabled to understand the importance and meaning of **purposeful social work** in Barnet and the organisational culture, systems and tools will support the delivery of high quality social work.

Education

- Education in Barnet will remain **among the best in the country**, with enough early years and school places for all and with all children achieving the best they can, and the council’s excellent relationships with schools will be maintained.
- Barnet will continue to have primary and secondary schools that are **amongst the best in the country**, with the council recognising that this is why many people choose to live here.
- The attainment and progress of children in Barnet schools will be **within the top 10% nationally** and the progress of the most disadvantaged and vulnerable pupils will be accelerated.

Libraries

- Barnet is a great place to live and we want a **21st Century library service** that is in tune with the **changing lifestyles of our residents**.
- Libraries are a universal and unique service, offering **learning opportunities** from the early years and through retirement.
- Our ambition is for libraries to:
 - Help all children in Barnet to have the **best start in life**, developing essential language, literacy and learning skills and developing a love of reading from an early age.
 - Provide residents with the skills to **live independently**; to improve their **health and wellbeing**; and to **get a job** and **progress whilst in work**.
 - Bring people together, acting as a **focal point for communities** and assisting resident groups to support their local area.

5. COMMISSIONING PRIORITIES

Over the next four years, the council will need to continue to save money from across all services - including libraries - to meet an overall budget gap of £53.9m to 2020. The CELS Committee is expected to save £11.9m across its portfolio.

Children

- The effective **safeguarding of the borough's vulnerable children and young people** is, and always will be, at the heart of what the council does. As the council changes and local services evolve, this commitment will not change.
- We are working with our social workers and the wider workforce to implement **resilience based model practice**, using a range of tools such as Signs of Safety, supporting children and families to build their resilience so that they can achieve better outcomes.
- **Gangs and serious youth violence** has escalated in seriousness and frequency of the violence, the decreasing age and increasing vulnerability of gang involved young people. We will establish a smaller, multi-skilled and multi-professional team to lead in the delivery of support to high risk/high vulnerability adolescents.
- We will put hearing **the voice of the child** at the heart of what we do, including through implementing the corporate parenting pledge.
- Children's social workers, as professionals, need to be at the heart of driving effective practice which **gets things right first time for children, young people and their families**
- We will consider **working with neighbouring authorities** and across London to drive good practice and efficiencies.
- We're working with providers to deliver **high quality early education places** for 2,3 and 4 year olds.
- Children placed with foster carers in Barnet tend to have better outcomes than those placed in residential care. The cost is also considerably **lower than the cost of placing a child in residential care**. We're increasing the size and effectiveness of our in-house foster care service, helping a greater number of children and young people to **move to foster care placements**.
- We will develop **targeted and specialist interventions** that build resilience, including support for adolescents on the edge of care.
- The financial challenges facing the council means all services are being carefully looked at. However, as well as the need to make savings, it is also an opportunity to look at how we can **deliver services differently and better**.
- We're exploring opportunities to develop a **social work-led, not-for-profit organisation** to provide some services for children and young people
- We will **re-commission our CAMHS services** with the Clinical Commissioning Group, ensuring that resilience based practice is embedded in the new arrangements.
- We will **re-commission children's therapy** services with the Clinical Commissioning Group, ensuring a more integrated, community focused and resilience based service is provided.
- We will **improve and re-commission the Looked After Children health assessment pathway** with the Clinical Commissioning Group.
- We will **redesign the Health Visiting and School Nursing services** to ensure integration with wider family services in order to make best use of our resources, respond to policy change and to provide families with a joined up offer of support that is provided at the right time, in the right place and is resilience based.
- We will work with the Clinical Commissioning Group to **implement the new pathway for children with complex needs** to ensure we are providing packages of care closer to home, avoiding the need for high cost out of borough placements. Where a placement is the best option we will work in partnership to ensure the best possible placement and care package is provided.

Education

- At the heart of our resilience based approach we will work with schools to establish a new **Education Strategy** for Barnet focussing on improving outcomes for our most vulnerable children and young people.
- **School Improvement Partnerships** are operating across the borough, leading a schools-led self-sustaining school improvement system, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding.
- Improving the range of **alternative education support** for children and schools is continuing, with schools leading a new multi-academy trust that will, over time, bring together the borough's current offer to develop an improved spectrum of support for children at risk of underachieving in school.
- There is a focus on improving services that support schools and families to meet the needs of children and young people with **special educational needs and/or disabilities** and in particular, improving and developing communication and partnership working with parents/carers and young people building their resilience. We will continue to develop appropriate and timely education and health and care plans, where required, to better co-ordinate services around the needs of each child.
- To build resilience we will extend our close working with schools that identifies and provides **early support to young people** at risk of not making a successful transition into either education, employment or training to working the Barnet and Southgate college to identify and support vulnerable college leavers.
- The partnership with Cambridge Education is **guaranteed to save the council £5.4 million by 2019/20**. This will be achieved through a mixture of efficiency measures, and income growth as a result of marketing and selling services to more schools and to other local authorities.
- To maintain local authority education support functions in the face of the challenging financial climate, we've entered into a strategic partnership with Cambridge Education to sustain and grow services. Through the governance structure of the partnership, Barnet schools will help shape its growth and development, enabling schools to commission the services they need, including academies and free schools. The partnership will **build on the strong relationship with local schools** to generate income growth by selling services to more schools and other local authorities.

Libraries

- We are **maintaining the same number of libraries (14)**, as well as the **home, mobile, schools, archive** services and an extended **digital service**.
- We are **increasing access to libraries** by using new technology to **provide self-service opening hours** across the service, alongside a reduction in **staffed opening hours**.
- We are harnessing local community support through **more volunteering opportunities in libraries**, with four Partnership libraries to be run by residents and community organisations. Financial support will also be maintained for the borough's two community libraries.
- We are **maximising the income we generate** through better commercial and other use of library buildings. The remodelling of buildings to implement the new approach will take place during 2017.
- We will explore funding opportunities to promote culture and arts (such as local lotteries) as part of an emerging culture and arts strategy.

6. KEY SUCCESSES IN PAST YEAR

Children

- A **new Children and Young People's Plan** was published following significant engagement with young people and partners across the borough. This vision is to make Barnet the most Family Friendly borough by 2020.
- We have implemented a new **resilience based model of practice**.
- We have delivered a comprehensive training programme on Signs of Safety to support social work practice.
- There has been **agreement for two Family Friendly Hubs to be located in Barnet**.
- **New Park House residential children's home has been rated as 'Outstanding' by Ofsted**.
- A significant amount of work was undertaken to increase the size and effectiveness of the in-house **foster care service**, including targeted recruitment to further increase the number of fostering households that can offer high quality, local placements to Barnet's children in care.
- Families First - DCLG visited in July to undertake an audit and their feedback was that they were **'impressed by the practice of the family workers interviewed and the data management systems used to track progress of families**. The Early Intervention and Prevention (EIP) project delivered its first roadshow to embed early intervention work with partners.
- The **children achieving a good level of development at the end of Foundation Stage has improved consistently year on year reaching 69% this year**.
- **All Barnet Children's Centres have now been awarded Healthy Children's Centre status**
- **Over 94% of Barnet's nurseries were judged by Ofsted as good or better**
- The **Children in Care Council engaged 26 new young people over the summer** and its members chose to rename as 'Barnet on Point' (BOP). Members of BOP have helped shape the future provision of services such as Family Group Conferences.
- A **Young People's Survey** has been undertaken alongside the Residents Perception Survey to see how Family Friendly young people think Barnet is, with future survey's tracking any change in perception.
- Successful funding applications including perinatal mental health, youth offending CAMHS, increasing early intervention support and waiting times reduction project totalling £545k for next 12 months.
- The **Family Nurse Partnership** has continued to support improving outcomes for young parents and their children for e.g. a reduction in smoking, an increase in breastfeeding and **100% take up of immunisations**.
- We have revised the assessment, support and funding processes for children with complex needs requiring residential placement. This has led to a more streamlined, efficient and timely response to meeting the needs of these children and a transparent approach to funding. The new pathway and process is aligned to adults Continuing Health Care improving transition when a young person turns 18.
- Through a multi-agency approach (Saracens Sport Foundation, England Athletics, LBB, Barnet Partnership for School Sport and Middlesex University) primary schools have been encouraged to increase physical activity levels by participating in the Mayors Golden KM Challenge. To date **10 primary schools** have engaged in the pilot programme with over **5,000 children and young people completing the daily KM**.
- SHAPE – a Sport England funded project providing sports and physical activity opportunities to young people aged 14 – 19 in Burnt Oak and Colindale has **engaged over 1,300 people** since it began in January 2015, with **50 young people being supported with training and development opportunities** such as Go Lead and Football Activators.

Education

- New **strategic partnership with Cambridge Education** to deliver the councils' education services commenced on the 1st April 2016
- **94% of Barnet primary schools** – 83 out of 88 schools – are **good or outstanding (25th nationally)** as are **92% of secondary schools** – 22 out of 24 schools (**25th nationally**).
- **All children starting primary or secondary school in September 2016 were offered a school place**
- Barnet is ranked **4th nationally (out of 152 Local Authorities) for the average progress 8 score, and 5th nationally for attainment 8 scores.**
- On the 16 September 2016, the Government announced that **three applications to open new free schools in Barnet were successful** (The Saracen's High School, The new Compton free school and The Windmill School).

Libraries

- New library strategy to **retain all 14 libraries**, the home, mobile and digital library whilst delivering savings approved in April 2016
- Appointment of **partner organisations** to run four Partnership Libraries from April 2017.
- New Colindale Library opened in September 2016 to replace Grahame Park library.
- Resident consultation leading to a decision to **co-locate East Barnet Library** with the new proposed leisure centre in New Barnet.
- Successful piloting of **technology-enabled opening** at Edgware Library

7. STRATEGIC PARTNERSHIPS

The Children and Young People's Plan is a partnership plan setting out the vision, aims and objectives for the partnership in Barnet. There is an action plan that details the actions of the partners to deliver the vision and strategy.

The draft Children and Social Work Bill proposes that *Local Safeguarding Children Boards* are replaced by a new set of arrangements to be made by the 'key safeguarding partners' (local authority, health, police). We will review, with our partners, our multi-agency partnership arrangements, including the Local Safeguarding Children's Board, to ensure that they are most effective at co-ordinating agencies at safeguarding and promoting the welfare of children.

As set out in the CELS committee paper in November 2016, the government is putting in place new Regional Adoption Agencies to replace existing authority-led approaches. London Borough of Barnet is at the forefront of this work; the steering group leading the project to establish the London Regional Adoption Agency is chaired by LBB's DCS. CELS gave an in principal decision to be part of the new regional arrangements and we will work throughout 2017 with our partner boroughs and key voluntary agencies to develop the new organisation. Benefits to LBB should include improved economies of scale and access to a wider pool of potential adopters making the process even faster than currently.

Barnet's strategic partnership with Cambridge Education is overseen by a series of governance boards on which schools, the council and Cambridge Education are represented. These boards drive the improvement and service development agenda for the strategic oversight of education, school improvement and school standards, school organisation and place planning and services for children with Special education needs and/or disabilities.

8. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the £12.779 million savings required by the Medium Term Financial Strategy, as per the second table below. The key benefits of the Children, Education, Libraries and Safeguarding Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Strategy for Change	Develop opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Practice Improvement	Continue to implement the Practice Improvement Plan with a focus on building resilience through purposeful social work practice, enabled by appropriate tools and a high quality workforce.
Resilient Futures	Safely reduce the rate of children in care through targeted and specialist interventions that build resilience, including support for adolescents on the edge of care, and increasing the use of local fostering placements.
Early Years	Develop and deliver a new model for early years services which focuses on developing a more flexible, targeted model
Youth Services	Develop and deliver a new model for youth services, alongside the development of the new Youth Zone
Libraries	Implementation of the library strategy, post consultation and Committee
Voice of the Child	Further develop and embed mechanisms to ensure that children's voices are heard and inform service development.

Transformation Programme cost and Medium Term Financial Plan benefits

Project	Total cost	Total financial benefit
Strategy for Change	£625,000	Saving of £0.80m
Resilient Futures	£1,000,000	Saving of £2.069m
	£1,600,000	
Adoption Regionalisation		Saving of £0.150m
Children in Care Resource Management	£100,000	Saving of £1.757m
Workforce and third party efficiencies	£100,000	Saving of £1.014m
Reforms to Early Years	£667,395	Saving of £1.965m
Reforms to Youth Services	£100,000	Saving of £0.80m
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Reforms to Libraries	£342,700	Saving of £2.139m
Education and Skills ADM	£1,480,000	Saving of £1.885m
Total	£7.52m¹	£12.779m

¹ Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

9. INDICATORS FOR 2017/18

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: **Delivering quality services** (Responsibility); **Responsible growth, regeneration and investment** (Opportunity); **Building resilience in residents and managing demand** (Fairness); **Transforming local services** (Opportunity); and **Promoting community engagement, independence and capacity** (Responsibility).

Key:

CPI = Corporate Plan Indicator

SPI = Commissioning Plan Indicator

Children

Delivering quality services (Responsibility)

Resilient futures - Increase the size of in-house foster care service

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI NEW - TBC	Percentage of children newly placed in London Borough of Barnet foster care ²	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

Building resilience in residents and managing demand (Fairness)

SAFEGUARDING - Effective safeguarding of the borough's vulnerable children and young people

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI FS/C17	Number of Children Missing from Care (during reporting period)	Monitor	40	Monitor	Monitor	Family Services
SPI NEW - TBC	Number of times serious incident response protocol triggered (youth violence) ³	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

² New indicator – targets set as Monitor.

³ New indicator – targets set as Monitor.

RESILIENT PRACTICE – High quality and efficient social work practices

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	NEW - TBC	Ratio of children subject to: CAF:CiN:CP:LAC (per 10,000) ⁴	NEW FOR 2017/18	NEW FOR 2017/18	Monitor – and seek to reduce LAC and increase CAF	Monitor – and seek to reduce LAC and increase CAF	Family Services
SPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Perform in line with statistical neighbours (currently 15.6%)	15.9%	Perform better than statistical neighbours (17.6% in 15/16, LAIT)	Perform better than statistical neighbours (currently 17.6% in 15/16, LAIT)	Family Services
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	10%	12.5% (Q3 Target 11.5%)	10%	Perform in top 10% in country (7% in 14/15 ⁵ , LAIT)	Family Services
SPI	FS/S5	Number of children adopted	10	7 (Q3 Target Monitor)	13	18	Family Services
SPI	TBC	Percentage of agency social workers	NEW FOR 2017/18	NEW FOR 2017/18	10%	Further reduction	Family Services

Resilient futures – Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/S11	Percentage of children in external residential placements	9.2%	8.8% (Q3 Target 9.6%)	8.6%	8.0%	Family Services

⁴ New indicator – targets set as Monitor. CAF = Common Assessment Framework; CiN = Children in Need; CP = Child Protection; LAC = Looked After Children

⁵ To be updated when 2015/16 data is released.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	77	Monitor	Monitor	Family Services
SPI	NEW - TBC	Actual placement days	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services
SPI	NEW - TBC	Average gross cost per placement	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services
SPI	NEW - TBC	Income for joint placements	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services

Working with children, young people and families to build their resilience

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	63% (London average)	60% (Q3 Target 59%)	70%	85%	Family Services
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training ⁶	55% Above our statistical neighbours	63.8%	Above statistical neighbours (51% in 15/16, LAIT)	Top 10% in England (68% in 15/16, LAIT)	Family Services
SPI	FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	65%	85.4%	65%	65%	Family Services
SPI	FS/C16	Percentage of families with child/ren under 5 within the borough are registered and accessing services at children's centres	80%	83.8%	80%	80%	Family Services
SPI	FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	90%	98.1%	90%	Top 10% in England (96.5% in 15/16, LAIT) ⁷	Family Services

⁶ Methodology changing in 2017/18 to include 18 year olds.

⁷ This does not include 18 year olds.

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	FS/C15	Young offenders in education, training or employment	Above London and National Averages (currently 66%)	74%	Above London and National Averages (YDS 52% in Q2 2016)	Above London and National Averages (YDS 52% in Q2 2016)	Family Services

Putting the voice of young people at the heart of what we do

Ref		Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service
SPI	NEW - TBC	% of children in care participating in own statutory reviews	NEW FOR 2017/18	NEW FOR 2017/18	95%	95%	Family Services

Education

Delivering quality services (Responsibility)

EDUCATION - Excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults.

Ref		Indicator	2016/17 Target (AY 2015/16)	2016/17 Q3 Result	2017/18 Target (AY 2016/17)	2019/20 Target (AY 2018/19)	Service
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	95%	94%	95.5%	100%	Education and Skills
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	92%	92%	95.8%	100%	Education and Skills
CPI	Formerly CES/S13 (a) (Annual)	Average attainment 8 score	Top 10% in England	55.70	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education and Skills

Ref		Indicator	2016/17 Target (AY 2015/16)	2016/17 Q3 Result	2017/18 Target (AY 2016/17)	2019/20 Target (AY 2018/19)	Service
CPI	Formerly CES/S13 (b) (Annual)	Average Progress 8 score	Top 10% in England	0.32	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education and Skills
SPI	Formerly CES/S13 (c) (Annual)	Percentage of pupils achieving the threshold in English and mathematics (In 2016, the threshold is grade C GCSE, in 2017 the threshold is grade 5)	Top 10% in England	72.50%	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education and Skills
SPI	Formerly CES/S13 (d) (Annual)	Percentage of pupils achieving the English Baccalaureate	Top 10% in England	43.30%	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education and Skills
SPI	CES/S8 (Annual)	Primary pupils' average progress in English Reading	Improve national ranking (AY 15/16)	1.5	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	CES/S9 (Annual)	Primary pupils' average progress in English Writing	Improve national ranking (AY 15/16)	0.3	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	CES/S23 (Annual)	Primary pupils' average progress in Mathematics	Improve national ranking (AY 15/16)	1.7	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
CPI	CES/S24 (Annual)	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking (AY 15/16)	59%	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	Formerly CES/S11 (a) (Annual)	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking	46%	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills

Ref		Indicator	2016/17 Target (AY 2015/16)	2016/17 Q3 Result	2017/18 Target (AY 2016/17)	2019/20 Target (AY 2018/19)	Service
SPI	CES/S11 (b) (Annual)	b) Difference between achievement level of pupils eligible for free school meals in the past 6 years (FSM6) and their peers ('expected standard' in Reading, Writing and Maths combined)	Improve national ranking	-20%	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
CPI	NEW – TBC (Annual)	Attainment and progress of looked after children (measured through basket of indicators) ⁸	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Education and Skills
SPI	Replaces CES/S15 (Annual)	Average Attainment 8 score of looked-after children	National average	Not reported	National average (AY 16/17)	National average (AY 18/19)	Education and Skills
SPI	Replaces CES/S16 (Annual)	Average Progress 8 score of looked-after children	National average	Not reported	National average (AY 16/17)	National average (AY 18/19)	Education and Skills
SPI	CES/S25	Percentage attendance levels at primary schools	London Average (96% in 2015/16)	96%	London Average	London Top quartile	Education and Skills
CPI	CES/S18 (a)	Percentage of 16-18 year olds who are not in education, employment or training	London Top Quartile	2.3% (Q3 Target 2.5%)	London Top Quartile (2.4% in 2015)	London Top Quartile	Education and Skills
SPI	CES/S18 (b)	Combined percentage of 16-18 year olds who are not in education, employment of training and those whose current activity is not known to the local authority	London Top Quartile	18.81% (Q3 Target 7.6%)	London Top Quartile	London Top Quartile	Education and Skills
SPI	CES/S21 (Annual)	Percentage of children who applied on – time for a Reception place made an offer on national offer day	99.9%	100%	99.9%	99.9%	Education and Skills
SPI	CES/S26	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2	Top 10% in England	10%	Top 10% in England	Top 10% in England	Education and Skills
SPI	CES/S27-1	Average attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	Not reported	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills

⁸ New indicator – targets will be set after methodology agreed and baseline identified.

Ref		Indicator	2016/17 Target (AY 2015/16)	2016/17 Q3 Result	2017/18 Target (AY 2016/17)	2019/20 Target (AY 2018/19)	Service
SPI	CES/S27-2	Average progress 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	Not reported	Top 10% in England (AY 16/17)	Top 10% in England	Education and Skills
SPI	NEW - TBC	Average attainment 8 score for pupils eligible for Free School Meals in the past 6 years	Top 10% in England	Not reported	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	NEW – TBC	Average progress 8 score for pupils eligible for Free School Meals in the past 6 years	Top 10% in England	Not reported	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	NEW - TBC	Gap in average attainment 8 score between pupils eligible for Free School Meals in the past 6 years and their peers	Top 10% in England	NEW FOR 2017/18	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	NEW - TBC	Gap in average progress 8 score between pupils eligible for Free School Meals in the past 6 years and their peers	Top 10% in England	NEW FOR 2017/18	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education and Skills
SPI	NEW - TBC	Percentage of final Education, Health and Care plans issued within 20 weeks including exceptions	Improvement on 2015/16	NEW FOR 2017/18	90%	90%	Education and Skills
SPI	NEW - TBC	Percentage of final Education, Health and Care plans issued within 20 weeks excluding exceptions	Improvement on 2015/16	NEW FOR 2017/18	95%	95%	Education and Skills