

	<p>Children, Education, and Safeguarding Committee</p> <p>6 June 2018</p>
<p>Title</p>	<p>End Of Year 2017/18 Commissioning Plan</p> <p>Performance Report</p>
<p>Report of</p>	<p>Councillor David Longstaff – Children, Education & Safeguarding Committee Chairman</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>No</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>None</p>
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Summary

The report provides an **annual overview** of performance at the **End of Year (EOY) 2017/18**, including budget outturns for revenue and capital (where relevant), progress on key activities, indicators that have not met the annual target, and management of high level risks for the Theme Committee in relation to the Commissioning Plan.

Recommendations

- The Committee is asked to review the finance, performance and risk information in relation to the Theme Committee's Commissioning Plan.**

INTRODUCTION

- This Commissioning Plan performance report is an extract from the End of Year (EOY) 2017/18 Performance Monitoring Report (Performance by Theme Committee). **The report is for information only, as the focus is now on the Improvement Action Plan.** All Theme Committees are receiving an update on Commissioning Plan performance.

PERFORMANCE BY THEME COMMITTEE (COMMISSIONING PLANS)

- 1.2 The priorities for the CES Committee are to work with partners to make Barnet the most family-friendly borough in London by 2020; ensure effective and robust safeguarding arrangements for vulnerable children and young people and ensure education that is among the best in the country.

Budget outturn

Revenue							
Service	Original Budget £000	Revised Budget £000	Outturn £000	Variance from Revised Budget Adv/(fav) £000	Reserve Move-ments £000	Variance after Reserve Move-ments Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) %
Family Services	49,226	55,039	57,409	2,371	(40)	2,331	4.2
Education and Skills	6,525	6,718	6,584	(134)	84	(50)	(0.7)

- 1.3 The final revenue outturn for **Education and Skills** was broadly in line with budget.
- 1.4 The overspend of £2.331m for **Family Services** represents 4.2% of the total Delivery Unit budget (£55.039m). This represents an increase of £2.117 from Quarter 3 relating to expenditure on placements and employee costs. There was a £2.300m overspend relating to external high cost specialist placements and associated services and the additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty assessment team social workers resulted in a £0.400m pressure. The ongoing improvement programme will continue to place pressure on existing resources. These pressures were offset by additional one-off grant funding (£0.416m) and realignment of the additional budget allocated by Policy and Resources Committee in June 2017 to high cost placements (£1.200m).

Capital						
Service	2017/18 Revised Budget £000	Additions/ (Deletions) £000	(Slippage)/ Accelerated Spend £000	2017/18 Outturn £000	Variance from Approved Budget £000	Variance from Approved Budget %
Family Services	4,734	-	(1,956)	2,778	(1,956))	(41.3)
Education and Skills	27,933	-	(13,285)	14,648	(13,285)	(47.6)

- 1.5 The 2017/18 capital outturn for **Family Services** shows slippage of £2.332m.
- There have been delays to the Youth Scheme project with planning taking longer than expected, resulting in slippage of £0.300m.
 - A delay in the planning application for a children's home scheme has resulted in slippage of £0.140m.
 - The early education and childcare place sufficiency project slippage of £0.195m will be used for three projects to be completed in 2018/19.

- In Family services Estates, the majority of spend relating to building compliance, repairs and maintenance, health and safety and disabled access works will occur in 2018/19, resulting in slippage of £1.150m.

Progress on key activities

- 1.6 The effective safeguarding of vulnerable children and young people remains at the heart of what the council does; and this commitment will not change as local services evolve. The Commissioning Plan outlines the council's vision to make Barnet the most family-friendly borough in London by 2020 and to embed a resilience-based model of practice to identify issues early and support families to build their resilience. A progress update on key activities has been provided below.

Family Services

- **Children's Services Improvement Plan** - Ofsted inspected the council's services for children in need of help and protection and children looked after between 25 April and 18 May 2017, the Barnet Safeguarding Children Board (BSCB) was also inspected. The full Ofsted Inspection Report was published on 7 July 2017; Ofsted gave Barnet Children's Services an overall judgement of 'Inadequate'; the BSCB was also judged to be 'Inadequate'. In response to the recommendations and areas for improvement identified by Ofsted, the Barnet Children Services Improvement Action Plan was developed and implemented. The Department for Education (DfE) confirmed on 31 October 2017 that 'the plan satisfactorily reflects the recommendations and priorities of the inspection report'.

The Improvement Plan has two elements of improvement planning, a turnaround priority and seven improvement themes:

1. Turnaround priority: To drive sustainable Practice Improvement at pace

Improvement themes

2. Governance Leadership, and Partnership
3. Embedding Practice Leadership
4. Right interventions, right time (Thresholds)
5. Improving Assessment for children
6. Improving Planning for children
7. Effective Communications and Engagement to drive culture change that will improve children's lives

Progress against the Ofsted Improvement Action Plan is reported to members via the Children, Education and Safeguarding Committee bi-monthly. All reports taken to committee since the Single Inspection can be found online at <https://barnet.moderngov.co.uk/ieListMeetings.aspx?Committeeld=697>.

Since the publication of the Ofsted report in July 2017, inspectors have since returned to undertake three monitoring visits. These focused on:

- Visit 1 (November 2017) - 'Front door' arrangements within the MASH and Intervention and Planning Teams
- Visit 2 (January 2018) - 'Front door' arrangements in the MASH, Duty & Assessment Teams and Intervention and Planning Teams
- Visit 3 (April 2018) - Vulnerable adolescents (child sexual and criminal exploitation and missing children)

Following each visit, inspectors have confirmed that the pace of change within Barnet has been remained proportionate. In the most recent visit, inspectors noted that there was continued progress and consolidation of recent improvements seen in the

first monitoring visit; they reported that senior leaders and managers are appropriately focussed on embedding the cultural change required to improve and embed good social work practice. Inspectors found:

- Better establishment of improved quality assurance processes and an increase in permanent staffing;
- Expertise and support being provided to senior leaders by the improvement board and local authority partner to appropriately monitor the pace and implementation of improvements to services;
- Less case work of an inadequate standard than on previous monitoring visits, and most children were being appropriately safeguarded.

There is a need to ensure the workforce is skilled in order for children to receive a good or better service, and for children's services to be graded as such when next inspected. A programme of workforce development has been developed and implemented since the inspection which focuses on practitioners being equipped with the tools and frameworks they need to deliver consistently good social work practice, and which is cross cutting across the improvement plan turnaround priority And improvement themes.

This Programme has included:

- The appointment of a Practice Development Team to ensure that good practice is modelled and skills developed;
- Closely aligning The Quality Assurance Framework to the Workforce Development Programme and performance data;
- A Workforce Development Programme that entails thematic, regular monthly case file and live practice observation audits and multi-agency audits undertaken by a QA team, Team Managers and relevant partners;
- Focused work with Team Managers to help them develop their understanding and use of performance data so they can identify areas of weakness and strengths in order to drive necessary improvements in practice;
- Delivering a responsive quality assurance and performance framework that enables Barnet to respond to emerging needs and trends.

These approaches are beginning to have a positive effect on staff. Ofsted recognised the training offer, morale and effective Quality Assurance mechanisms. This is also being reflected in a shift from predominately inadequate work to more work which requires improvement in April 2018.

The pace of change within Barnet has remained consistent and focussed, with inspectors noting that it is beginning to raise practice standards. It has been recognised however, that senior leaders are aware that there are still areas of challenge before practice is of an overall good standard.

Note: Where the Ofsted inspection focused on the *quality* of social work practice, the indicators reported for Family Services below are more *process* driven and include data on take-up of services, placements and costs of provision.

- **Tackling gang activity** – the REACH (Resilient, Engaged, Achieving Children) team was formed in 2017/18 to work with young people to reduce their risk of, and vulnerability to, engaging in gangs, serious youth violence, child sexual exploitation, missing episodes and related vulnerabilities. The team is now embedded into standard practice, as part of the Intervention and Planning Service. The service

works closely with the Targeted Youth Service who lead on gang prevention and positive activities for young people, alongside the Voluntary and Community Sector. Met Police figures on knife injury victims under 25 years old show a slight reduction of 2.1 per cent (47 from 48 last year)¹. REACH is building pathways to facilitate 'step-down' support for young people who reach 18 years and can no longer be supported by REACH. A procurement process for the 2018/19 delivery of REACH interventions and school prevention work has been completed and service delivery linked to that procurement began in April 2018.

Education and Skills

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally** - results for the national examinations and assessments that took place across the early years, primary and secondary phases in the summer 2017 were published last quarter. Most annual targets relating to school and pupil performance were met, including school inspections (95 per cent of schools were rated good or outstanding); primary school attendance (96.2 per cent, an increase from 95.9 per cent last year); and pupils achieving a good level of development in the Early Years Foundation Stage was above average. On the headline measure of pupils achieving the expected standard in reading, writing and mathematics, Barnet was ranked 16th (just outside the top 10%); and the progress of pupils between Key Stages 1 and 2 in all subjects was above average. The Key Stage 4 (GCSE) attainment and progress results were in the top 5% (5th for Attainment 8 and 3rd for Progress 8) and for disadvantaged pupils (eligible for free school meals and looked after children) in the top 10% (10th for Attainment 8 and 15th for Progress 8). Areas noted for improvement included Key Stage 2 English writing and the achievement of disadvantaged pupils and pupils with an Education, Health and Care Plan at Key Stage 2.

Performance indicators

- 1.7 The EOY 2017/18 position for the basket of indicators in the Theme Committee's Commissioning Plan has been set out in table 1 below. This shows that the majority of indicators (74%) have met the annual target; and most (69%) have improved or stayed the same since last year.

Table 1: Theme Committee Indicators (EOY 2017/18)

Theme Committee	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	Monitored only	No. indicators
CES	74% (26)	6% (2)	3% (1)	17% (6)	69% (25)	31% (11)	12	47

Family Services

- 1.8 One indicator in the Corporate Plan has not met the annual target and two indicators (the latter) in the CES Commissioning Plan have not met the annual target.
- **FS/S7 Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place (RAG rated RED)** – 56.3% against annual target of 70%. Brokerage staff work closely with the children's centres who hold regular events to engage parents and enable eligible two year olds to access their entitlement. This remained a challenging agenda and at the London Head of Early Years meeting it was reported that all boroughs had seen a dip in eligible families

¹ Source: Met Police, 47 (April 2017 to March 2018) and 48 (April 2016 to March 2017)

accessing their entitlement due to the focus being on the 30 hours offer for three and four year olds, which was launched in September 2017.

- **FS/S11 Percentage of children in external residential placements (RAG rated RED)** - 11.3% against annual target of 8.8%.
- **FS/C15 Young offenders in education, training or employment (RAG rated RED AMBER)** – 45.4% against annual target of 48% (London average).

Education and Skills

1.9 One indicator in the Corporate Plan has not met the annual target and five indicators (the latter) in the CES Commissioning Plan have not met the annual target.

- **CES/S24 Percentage of primary pupils achieving the ‘expected standard’ in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated GREEN AMBER)** – 69%; rank 16 out of 152 local authorities, which is just outside the top 10%. This indicator was reported in Q3 2017/18. To have achieved the top 10% (rank 15), a result of 70% was required. 11 local authorities were jointly ranked 11th (Harrow, Lambeth, Newham, Warrington and Wokingham). The top result (rank 1) was 88% in the City of London (where one school). This was followed by three local authorities with 76% (Bromley, Kensington and Chelsea, and Richmond). The bottom result was 35% in the Isles of Scilly (where one school). This was followed by Peterborough with 52%.
- **CES/S9 Primary pupils’ average progress in English Writing (RAG rated RED)** – 0.4; rank 54 out of 152 local authorities. This indicator was reported in Q3 2017/18. There remain doubts nationally about the validity of national comparisons because of inconsistencies in moderation of teacher assessments across the country. Nonetheless this is a key priority in the school improvement strategy and schools with poor progress and attainment in writing are receiving targeted support. Average performance has improved from 0.3 to 0.4, which is reflected in an improved ranking from 71 to 54. To have achieved the top 10% (rank 15), a result of 1.4 was required. Four local authorities were jointly ranked 12th (Greenwich, Hounslow, Sunderland, and Tower Hamlets). The top result (rank 1) was 2.6 in Newham. The bottom result was -10.1 in the Isles of Scilly (where one school). This was followed by West Sussex with -2.5.
- **CES/S11-1 Percentage of disadvantaged pupils achieving the ‘expected standard’ in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (RAG rated RED)** – 55%; rank 20 out of 152 local authorities. This indicator was reported in Q3 2017/18. Barnet’s ranking for all pupils moved from 24 to 16 and a similar improvement has occurred in relation to disadvantaged pupils, with the ranking moving from 25 to 20 and the percentage achieving the expected standard improving from 46% to 55%. To have achieved the top 10% (rank 15), a result of 58% was required. One local authority was ranked 15th (Havering). The top result (rank 1) was 69% in Newham. The bottom result was 34%, with two local authorities jointly ranked 149th (Bedford and Cambridge). A couple of local authorities have not published results.
- **CES/S15 Average Attainment 8 score of looked-after children (RAG rated GREEN AMBER)** – 18.6 against annual target of 19.3 (London average). Barnet performed above statistical neighbours, but slightly below the London and national averages. This was a slight decline on last year. However, the rank position rose to 83rd from 115th last year. As the range nationally is fairly narrow and size of the

cohorts small (27 for Barnet), small changes within a local authority can result in a large change in ranking.

- **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 (RAG rated RED)** - 8%; rank 60 out of 152 local authorities. This indicator was reported in Q3 2017/18. This was a very small cohort of pupils (135 in Barnet). As a result, the achievement levels of just two or three pupils can have a dramatic impact on national rankings. Achievement of disadvantaged pupils and other vulnerable groups (including pupils with special educational needs) is a priority for improvement in the school improvement strategy and work is being undertaken with schools to promote best practice to eliminate differences in the performance of groups of pupils. To have achieved the top 10% (rank 15), a result of 13% was required. Four local authorities were ranked 15th (Kingston upon Hull, Cambridgeshire, Haringey and Merton). The top result (rank 1) was 37% in Westminster. The bottom result was 2% in Manchester (ranked 140th). 12 local authorities have not published results.
- **CES/S27-2 Average Progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (RAG rated RED)** -0.79; rank 24 out of 152 local authorities. To have achieved the top 10% (rank 15), a result of -0.71 was required. Two local authorities were ranked 15th (Harrow and Slough). The top result (rank 1) was -0.45 in Rutland. The bottom result was -1.69 in Knowsley (ranked 152).

Family Services

Corporate Plan Indicators²

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	FS/C42	Percentage of children newly placed in London Borough of Barnet foster care	Bigger is Better	Apr 2017 - Mar 2018	Monitor	37.4%	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/C43	Ratio of children subject to CAF:CaN:CP:LAC (per 10,000)	Monitor	Apr 2017 - Mar 2018	Monitor	76.7 179.7 17.0 36.9	New for 2017/18	New for 2017/18	No benchmark available
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/carers that are eligible for a place	Bigger is Better	Apr 2017 - Mar 2018	70%	56.3% (R)	59.6%	▼ Worsening	No benchmark available
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	Apr 2017 - Mar 2018	Above Statistical Neighbours (53.5%)	58% (G)	59.8%	▼ Worsening	Statistical Neighbours 53.5% London 53% England 50% (2016/17, LAIT)

Commissioning Plan Indicators³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
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² The Monitor indicators have been included for information.

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Commissioning Plan Indicators ³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/S11	Percentage of children in external residential placements	Smaller is Better	Apr 2017 - Mar 2018	8.6%	11.3% (R)	10.4%	▼ Worsening	No benchmark available
SPI	FS/C15	Young offenders in education, training or employment	Bigger is Better	Apr 2017 - Mar 2018	Above London (48%) and national (41%) averages	45.5% (RA)	79.3%	▼ Worsening	London 48% National 41% (Youth Justice Board, 2017)
SPI	FS/C45	Percentage of agency social workers covering vacancies ⁴	Smaller is Better	Apr 2017 - Mar 2018	Monitor	21.1%	New for 2017/18	New for 2017/18	Statistical Neighbours 28.1% London 28.4% England 16.1% (2016/17, LAIT)
SPI	FS/C17	Number of Children Missing from Care (during reporting period)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	48	82	▲ Improving	No benchmark available
SPI	FS/C19	Number of Children in Care further than 20 miles from borough	Monitor	Apr 2017 - Mar 2018	Monitor	65	79	Monitor	No benchmark available
SPI	FS/C44	Number of times serious incident response protocol triggered (youth violence)	Smaller is Better	Apr 2017 - Mar 2018	Monitor	0	New for 2017/18	New for 2017/18	No benchmark available

⁴ This indicator measures the percentage of agency social workers in vacant posts against the total number of social workers employed by Family Services.

Commissioning Plan Indicators ³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	Apr 2017 - Mar 2018	Better than Statistical Neighbours (15.6%)	16.1% (G)	14.8%	▼ Worsening	Statistical Neighbours 15.6% London 14.6% England 18.7% (2016/17, LAIT)
SPI	FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	Apr 2017 - Mar 2018	10%	10.1% (G)	10.6%	▲ Improving	Statistical Neighbours 9.7% London 10% England 10% (2016/17, LAIT)
SPI	FS/S5	Number of children adopted	Bigger is Better	Apr 2017 - Mar 2018	13	13 (G)	8	▲ Improving	No benchmark available
SPI	FS/C46	Actual placement days	Monitor	Apr 2017 - Mar 2018	Monitor	33,813	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C47	Average gross cost per placement	Monitor	Apr 2017 - Mar 2018	Monitor	£448.20	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/C48	Income for joint placements	Monitor	Apr 2017 - Mar 2018	Monitor	£1,878,955	New for 2017/18	New for 2017/18	No benchmark available
SPI	FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	Apr 2017 - Mar 2018	65%	74.1% (G)	86.5%	▼ Worsening	No benchmark available

Commissioning Plan Indicators ³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	FS/C16	Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	Bigger is Better	Apr 2017 - Mar 2018	80%	92.9% (G)	82.7%	 Improving	No benchmark available
SPI	FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	Apr 2017 - Mar 2018	90%	90.1% (G)	98%	 Worsening	Statistical Neighbours 82.9% London 82.0% England 84.0% (2016/17, LAIT)
SPI	FS/C49	Percentage of children in care participating in own statutory reviews	Bigger is Better	Apr 2017 - Mar 2018	95%	95.2% (G)	New for 2017/18	New for 2017/18	No benchmark available

Education and Skills⁵

Corporate Plan Indicators ⁶									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S1	Percentage of primary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.5%	95.4% ⁷ (G)	95.4%	 Same	London 94.3% England 89.7% (January 2018, Watchsted)

⁵ Statistical Neighbours for education indicators are: Bromley, Ealing, Kingston upon Thames, Hillingdon, Hounslow, Merton, Milton Keynes, Reading, Redbridge, and Sutton.

⁶ The Monitor indicators have been included for information.

⁷ When the primary indicator was set, the target of 95.5% of primary schools being good or better meant achieving 86/90 schools at good or better. Average for the year (April 2017 to March 2018) was 83/87 schools. Last year (September 2016 to March 2017) was 83/87.

Corporate Plan Indicators ⁶									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
CPI	CES/S3	Percentage of secondary schools rated as 'good' or better	Bigger is Better	Apr 2017 - Mar 2018	95.8%	95.5% ⁸ (G)	95.5%	↔ Same	London 91.3% England 82.6% (January 2018, Watchsted)
CPI	CES/S1 3-1 (Annual)	Average Attainment 8 score ⁹	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	54.7 (Ranked 5 th) (G)	56.1 (Ranked 5 th)	↔ Same	Statistical Neighbours 49.5 London: 48.9 National 46.4 (2016/17, DfE)
CPI	CES/S1 3-2 (Annual)	Average Progress 8 score ²⁷	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.47 (Ranked 3 rd) (G)	0.33 (Ranked 4 th)	▲ Improving	Statistical Neighbours 0.24 London 0.22 National 0.00 (2016/17, DfE)
CPI	CES/S1 8-1	Percentage of 16-17 year olds who are not in education, employment or training	Smaller is Better	Jan 2018 - Mar 2018	London top quartile (2.3%)	1.8%	2.3% ¹⁰	Not comparable	London 1.8% National 2.8% (2018, DfE)
CPI	CES/S2 4 (Annual)	Percentage of primary pupils achieving the 'expected standard' in RWM ¹¹ (combined) at the end of Key Stage 2 ¹²	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	69% (Ranked 16 th) (GA)	59% (Ranked 24 th)	▲ Improving	Statistical Neighbours 66.3% London 67% England 61% (2016/17, LAIT)

⁸ When the secondary indicator was set, the target of 95.8% of secondary schools being good or better meant achieving 23/24 schools at good or better. Average for the year (April 2017 to March 2018) was 21/22 schools. Last year (September 2016 to March 2017) was 21/22.

⁹ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁰ Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT)

¹¹ English Reading, English Writing and Mathematics

¹² For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators¹³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S1 3-3 (Annual)	Percentage of pupils achieving the threshold in English and mathematics (Grade 5)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	60.3% (Ranked 4 th) (G)	73.1% (Ranked 7 th)	▲ Improving	Statistical Neighbours 50.8% London 48.2% National 39.6% (LAIT 2016/17)
SPI	CES/S1 3-4 (Annual)	Percentage of pupils achieving the English Baccalaureate	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	39.1% (Ranked 4 th) (G)	43.3% (Ranked 3 rd)	▼ Worsening	Statistical Neighbours 30.5% London 28.8% National 19.7% (LAIT 2016/17)
SPI	CES/S8 (Annual)	Primary pupils' average progress in English Reading	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	1.7 (Ranked 8 th) (G)	1.5 (Ranked 13 th)	▲ Improving	Statistical Neighbours 0.5 London 0.8 National 0.00 (LAIT 2016/17)
SPI	CES/S9 (Annual)	Primary pupils' average progress in English Writing ¹⁴	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.4 (Ranked 54 th) (R)	0.3 (Ranked 71 st)	▲ Improving	Statistical Neighbours 0.46 London 1.00 National 0.00 (2016/17, LAIT)
SPI	CES/S2 3 (Annual)	Primary pupils' average progress in Mathematics	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	2 (Ranked 9 th) (G)	1.7 (Ranked 17 th)	▲ Improving	Statistical Neighbours 1.1 London 1.6 National 0.0 (LAIT 2018)

¹³ The Monitor indicators have been included for information.

¹⁴ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators ¹³									
Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S1 1-1 (Annual)	Percentage of disadvantaged pupils achieving the 'expected standard' in RWM ¹⁵ (combined) at the end of Key Stage 2 ¹⁶	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	55% (Ranked 20 th) (R)	46% (Ranked 25 th)	▲ Improving	Statistical Neighbours 52.6% London 58% England 48% (2016/17, LAIT)
SPI	CES/S1 1-2 (Annual)	Difference between attainment level of disadvantaged pupils and their peers ('expected standard' in RWM ³² combined) at the end of Key Stage 2 ¹⁷	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-13% ¹⁸	-15% ¹⁹	▲ Improving	No benchmark available
SPI	CES/S1 5 (Annual)	Average Attainment 8 score of looked-after children	Bigger is Better	Annual – reported in Q4 2017/18	National average (19.3)	18.6 (GA)	19.5	▼ Worsening	Statistical Neighbours 17.35 London 18.9 National 19.3 (2016/17, LAIT)
SPI	CES/S1 6 (Annual)	Average Progress 8 score of looked-after children	Bigger is Better	Apr 2017 - Mar 2018	National average (-1.18)	-0.97 (G)	-1.66	▲ Improving	Statistical Neighbours -1.33 London -1.24 National -1.18 (2016/17, LAIT)

¹⁵ English Reading, English Writing and Mathematics

¹⁶ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁷ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

¹⁸ Disadvantaged pupils 55%; national peers 68%. Ranking not available, so no RAG rating.

¹⁹ Disadvantaged pupils 46%; national peers 61%

Commissioning Plan Indicators¹³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S2 5 (Annual)	Percentage attendance levels at primary schools	Bigger is Better	Annual – reported in Q3 2017/18	London average (96%)	96.2% (Ranked 19 th) (G)	95.9% (Ranked 98 th)	▲ Improving	London 96% England 96% (2016/17, LAIT)
SPI	CES/S1 8-2	Combined percentage of 16-17 year olds who are not in education, employment of training and those whose current activity is not known to the local authority	Smaller is Better	Jan 2018 - Mar 2018	London top quartile	3.2%	18.8% ²⁰	Not comparable	London 4.6% National 5.6% (2018, DfE)
SPI	CES/S2 1 (Annual)	Percentage of children who applied on time for a Reception place made an offer on national offer day	Bigger is Better	Annual – reported in Q3 2017/18	99.9%	100% (G)	100%	↔ Same	No benchmark available
SPI	CES/S2 6 (Annual)	Percentage of pupils with an Education, Health and Care Plan ²¹ or statement of special educational needs achieving the 'expected standard' in RWM ³² at Key Stage 2 ²²	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	8% (Ranked 60 th) (R)	10% (Ranked 21 st)	▼ Worsening	Statistical Neighbours 9% London 9% England 8% (2016/17, DfE)

²⁰ Methodology changed to 16-17 year olds only (16-18 year olds last year). As data not comparable between year's, a RAG rating cannot be applied (as the formula incorporates the DOT).

²¹ Approx. 2,200 children have an Education, Health and Care Plan or statement of special educational needs.

²² For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Commissioning Plan Indicators¹³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S2 7-1 (Annual)	Average Attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	18.6 (Ranked 11 th) (G)	23.2 (Ranked 6 th)	▼ Worsening	Statistical Neighbours -15.9 London -15.7 National -13.9 (2018, DfE)
SPI	CES/S2 7-2 (Annual)	Average Progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-0.79 (Ranked 24 th) (R)	-0.68 (Ranked 18 th)	▲ Improving	Statistical Neighbours -0.89 London -0.88 National -1.04 (2018, DfE)
SPI	CES/S2 8 (Annual)	Average Attainment 8 Score for disadvantaged pupils' (including FSM pupils and looked after children)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	43.9 (Ranked 10 th) (G)	47.3 (Ranked 13 th)	▲ Improving	Statistical Neighbours 41.5 London 42.8 National 37.1 (2016/17, LAIT)
SPI	CES/S2 9 (Annual)	Average Progress 8 Score for disadvantaged pupils' (including FSM pupils and looked after children) Average Attainment 8 Score for disadvantaged pupils' (including FSM pupils and looked after children)	Bigger is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	0.07 (Ranked 15 th) (G)	0.05 (Ranked 16 th)	▲ Improving	Statistical Neighbours -0.11 London -0.01 National -0.40 (2016/17, LAIT)

Commissioning Plan Indicators¹³

Ref		Indicator	Polarity	Period Covered	2017/18 Annual Target	2017/18 EOY Result	2016/17 EOY Result	DOT Long Term (From EOY 2016/17)	Benchmarking
SPI	CES/S3 0 (Annual)	Gap in average Attainment 8 score between pupils eligible for Free School Meals in the past 6 years and their peers	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-6 (Ranked 10 th) (G)	-6.3 (Ranked 13 th)	▲ Improving	Statistical Neighbours -9.2 London -7.1 National -12.8 (2016/17, LAIT)
SPI	CES/S3 1 (Annual)	Gap in average Progress 8 score between Disadvantaged pupils and their peers nationally (Non-Disadvantaged Pupils)	Smaller is Better	Annual – reported in Q3 2017/18	Top 10% in England (=top 15 ranking)	-0.04 (Ranked 15 th) (G)	-0.05 (Ranked 16 th)	▲ Improving	Statistical Neighbours -0.22 National -0.51 London -0.12 (2016/17, LAIT)
SPI	CES/S3 2 (Annual)	Percentage of final Education, Health and Care plans issued within 20 weeks including exceptions	Bigger is Better	Apr 2017 - Mar 2018	90%	100% (G)	53.5%	▲ Improving	No benchmark available
SPI	CES/S3 3 (Annual)	Percentage of final Education, Health and Care plans issued within 20 weeks excluding exceptions	Bigger is Better	Apr 2017 - Mar 2018	95%	100% (G)	57.8%	▲ Improving	No benchmark available

Risk management

- 1.10 CES risks are held on the Children and Young People and Cambridge Education risk registers. The Cambridge Education risk register includes 23 risks overall. None are high level risks with a residual risk score of 15 or above.
- 1.11 The Children and Young People risk register includes 23 risks overall, which are being managed in line with the council's risk management framework. Two are high level risks with a residual risk score of 15 or above. Both are being managed as 'treat'.
- **FS001 - Significant child safeguarding incident (risk score 15)** - risk that inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage; and **FS023 – Delivery of Ofsted Improvement Action Plan (risk score 15)** - risk that the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, and also negative monitoring reports and future inspection outcomes. Both risks are being managed by delivery of the Ofsted Improvement Action Plan, which is monitored regularly and overseen by a Board chaired by the Chief Executive. Ofsted monitoring visits took place in November 2017, January 2018 and April 2018; with a fourth monitoring visit due in July 2018. Inspectors noted that satisfactory progress had been made and there was a positive sense of direction.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide the Committee with the necessary information to oversee the performance of the Commissioning Plan 2017/18 addendum. This paper enables the council to meet the budget agreed by Council on 7 March 2017.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report provides an annual overview of performance, including budget outturn for revenue and capital, progress on key activities, indicators that have not met the annual target and management of high level risks.
- 5.1.2 The EOY 2017/18 results for all Corporate Plan and Commissioning Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 5.1.3 Robust budget and performance monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan and Commissioning Plans. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 5.1.4 Relevant council strategies and policies include the following:
- Corporate Plan 2015-2020
 - Corporate Plan - 2016/17 Addendum and 2017/18 Addendum
 - Commissioning Plans
 - Medium Term Financial Strategy
 - Treasury Management Strategy
 - Debt Management Strategy
 - Insurance Strategy
 - Risk Management Framework
 - Capital, Assets and Property Strategy.
- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to

section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the CES Committee include: (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- 5.3.4 The council's Constitution, Financial Regulations Part 17, Financial Regulations section 4, paragraphs 4.4.9 - 11 state:
- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Policy and Resources Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Policy and Resources Committee.
 - Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Policy and Resources Committee.
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.
 - Allocations for unplanned expenditure over £250,000 must be approved by Policy and Resources Committee.
- 5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.
- 5.3.6 The council's Constitution, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virements table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000

and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements
Policy & Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the capital programme. Capital additions should also be included in the quarterly budget monitoring report to Performance and Contract Management Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

- 5.4.1 Various projects within the council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.
 - Fostering of good relations between people from different groups.
- 5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 5.5.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2015-2020 onwards, four phases of consultation took place:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2014	Focus on developing commissioning priorities and MTFS proposals for each of the 6 committees Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – March 2015	A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users ²³ of council services. An online survey (17 December 2014 – 11 February 2015)

²³ One "service user" workshop was for a cross section of residents who are users of non-universal services from across the council. The second workshop was for adults with learning disabilities.

6 BACKGROUND PAPERS

- 6.1 Council, 3 March 2015 (Decision item 12) – approved Business Planning 2015/16 – 2019/20, including the Medium-Term Financial Strategy.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7865&Ver=4>
- 6.2 Council, 14 April 2015 (Decision item 13.3) – approved Corporate Plan 2015-2020.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>
- 6.3 Council, 4 April 2016 (Decision item 13.1) – approved 2016/17 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>
- 6.4 Council, 7 March 2017 – approved 2017/18 addendum to Corporate Plan.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4>