

APPENDIX A

CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE

Commissioning Plan 2015 – 2020

2016/17 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: [INSERT LINK]

1. CONTEXT FOR COMMISSIONING PLAN

Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally lead investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: Its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it easy to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will a need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we'll consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet Taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £565 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over in the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Copthall – and the creation of 3 new ‘community hubs’ across the borough.

More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

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 offsets 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

We apply these principles to our Corporate Plan priorities of: **responsible growth and regeneration; managing demand for services, transforming services and more resilient communities.**

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	<ul style="list-style-type: none">• Fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer.• Managing demand for services – since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services.• 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.	<ul style="list-style-type: none">• Intervening early when needed to stop problems from escalating• Sharing information, including about Child Sexual Exploitation, so that needs are identified earlier• Increase the number of families fostering children locally to reduce the number of high cost placements.• Narrowing the gap between those children who are risk of underachieving and all children in our schools
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Responsibility	<ul style="list-style-type: none"> • More resilient communities – 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 change its relationships with residents, with residents becoming more resilient and doing more to keep Barnet a great place. All parts of the public service system must play their part in helping to achieve priority outcomes with reduced resources. • The council will continue to take responsibility for getting the basics right we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it as easier to make transactions such as paying Council Tax or requesting a parking permit online. • We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities. 	<ul style="list-style-type: none"> • Working with families to build their resilience, providing advice and support. • Promoting mental wellbeing of children and young people across the borough. • Promoting healthy living through our children's centres. • Implementing the new Charter for Children and Young People • Harnessing the capacity of volunteers to support local libraries • Drive all schools to be good or outstanding through a schools-led, self-sustaining school improvement system.
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Opportunity	<ul style="list-style-type: none"> The council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income. Responsible growth and regeneration 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. It is also necessary to generate more money to spend on local services as the money received directly from Government reduces to zero. 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. As we focus on how to transform services, we will take the opportunity to make them as efficient as possible to drive out savings. 	<ul style="list-style-type: none"> Making Barnet the most family friendly borough in which to live Ensuring sufficient high quality, affordable early years places Promoting the voice of children and young people in decision making , Exploring alternative models to deliver services Maximising apprenticeship, local labour and training opportunities available for young people through regeneration and development Delivering new early years, primary secondary and special school places at a pace and scale to meet demand from demographic growth and regeneration
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4. VISION FOR CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING

Children

- The council will work with partners to make Barnet the most family friendly borough to ensure a great start in life for every child and that young people are well prepared for adulthood
- Safeguarding arrangements for vulnerable young people will continue to be effective and robust, with greater interface, including sharing information, between services
- There will be a range of services to identify and address, at an early stage, any issues that may impede a successful childhood, provided through a well-trained, high quality workforce

Education

- Education in Barnet will remain among the best in the country, with enough 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 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 five years, the Council will need to **continue to save money from across all services** - including libraries - to meet an **overall budget gap of £98.4m to 2020**. The CELS Committee is expected to save **£14.5m** 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**.
- When children are at risk, by **intervening early**, the Council will improve outcomes for children, young people and families, enabling them to thrive.
- 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're **intervening earlier to ensure needs are met through appropriate interventions** that prevent them from escalating
- 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 put hearing **the voice of the child** at the heart of what we do, including through implementing the newly developed corporate parenting pledge.
- We are, therefore, working with our social workers to consider the options to implement **models of good practice**, such as Signs of Safety, where they can help to achieve better outcomes.
- 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

Education

- To maintain local authority education support functions in the face of the challenging financial climate, we're entering into a strategic partnership with Cambridge Education, to sustain and grow services. Head Teachers from Barnet schools have been involved throughout and **will continue to shape the growth and development of the partnership, 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
- Cambridge Education is an employee-owned specialist education company and all 120 existing permanent council education staff, who will transfer on 1st April, will **continue to provide the full range of council services currently available to support schools and families**, including school improvement, school admissions, and services for children with special educational needs. Around 340 school catering staff have also transferred to ISS, a company subcontracted by Cambridge Education to provide school meals and civic catering.
- 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
- Newly established 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 school are good or outstanding.
- Improving the range of alternative education support for children and schools is underway, with schools preparing to lead a new multi-academy trust, bringing together the borough's current offer to develop an improved spectrum of support for children at risk of underachieving in school.
- Recent government reforms to services for children and young people with special educational needs are now well underway and we will continue to develop appropriate education, health and care plans where required, to better co-ordinate services around the needs of each child.
- 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.

Libraries

- We've listened to residents and we're proposing to **Maintain the same number of libraries (14)**, as well as the **home, mobile, schools, archive** services and an extended **Digital service**.
- We're proposing to **Increase access to libraries** by using new technology **To extend opening hours** across the service, alongside a reduction in **staffed opening hours**.
- We're harnessing local community support through **more volunteering opportunities in libraries**, with four libraries proposed to be run by residents and community organisations. Financial support will also be maintained for the borough's two community libraries

- We're **maximising the income we generate** through better commercial and other use of library buildings. The remodelling of buildings to implementing the new proposed approach will take place during 2016/17.

6. TRANSFORMATION PROGRAMME

The Council's *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. 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
Family Services ADM / Shared Service	Explore opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Theory of Practice/Practice Improvement	Develop new social work practice approaches, (e.g. Signs of Safety), working with social workers and other children's services professionals to understand and meet the needs of children and young people as effectively as possible
Children in Care Demand Management	Safely reduce the rate of children in care through targeted and specialist interventions, considering therapies to support adolescents on the edge of care, reducing repeat admissions and removals and the time taken to permanence.
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
Alternative Education	Develop a comprehensive spectrum of alternative provision education services where pupils engage in timetabled, educational activities away from school through bringing existing provision within a new Multi-Academy Trust.
NEET and Young People	Provide early personalised support to young people (14-19) who are highly vulnerable, at-high risk of or not taking up employment, education or training (NEET) to develop their employability
Libraries	Delivery of the library strategy, post consultation and Committee
Education and Skills Strategic Partnership	Commission services through a new strategic partnership with Cambridge Education and support a strategy to grow income through selling services to schools and others
Voice of the Child	Review the Role Model Army and ensure that the newly developed Corporate Parenting pledge is implemented

Programme cost and financial benefits

Project	Total cost	Total financial benefit
Family Services ADM / Shared Service	£625,000	Saving of £0.80m
Theory of Practice/Practice Improvement	£1,000,000	Saving of £2.20m
Demand Management Interventions	£1,600,000	
Early Intervention and Prevention	£100,000	

Project	Total cost	Total financial benefit
Children in Care Resource Management	£100,000	
Workforce and third party efficiencies	£100,000	Saving of £1.68m
Reforms to Early Years	£667,395	Saving of £3.04m
Reforms to Youth Services	£100,000	Saving of £0.80m
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Alternative Education Provision model	£120,000	
NEETS and Young People support	£185,000	
Reforms to Libraries	£342,700	Saving of £2.85m
Education and Skills ADM	£1,480,000	Saving of £1.15m
Total	£7.52m*	£12.87m

7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and responsible growth and regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs).

Key:

CPI = Corporate Plan Indicator

SPI = Service Indicator

Children

Fairness: Managing demand for services

SAFEGUARDING - When children are at risk, by intervening early, the Council will improve outcomes for children, young people and families, enabling them to thrive

- Increase the size of in-house foster care service
- Provide intensive early intervention and support for families to prevent needs from escalating
- 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	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S6	Percentage of children in London Borough of Barnet foster care	41.3%	39%	42.5% (133/311)	53% (166/311)	Family Services
CPI	FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	374	Monitor	Monitor	Monitor	Family Services
CPI	TBC	Number of children in care per 10,000	34.5	Monitor	Monitor	31.4	Family Services
CPI	FS/S5	Number of children adopted	6 (Q2 2015/16)	20	10	20	Family Services

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	FS/S12	Number of new Common Assessment Frameworks opened in quarter	97	100	112	150	Family Services
SPI	FS/C14 (Annual)	Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	298	330	326	315	Family Services

Responsibility: More resilient communities

BUILDING RESILIENCE – In children, young people, families, and communities

- Working with families to build their resilience through advice and support
- Improving the mental wellbeing of children and families
- Putting the voice of young people at the heart of what we do

	Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	NEW (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	New	New	TBC	TBC	Family Services
CPI	New	Percentage of the target groups that are registered with the children centre within the area it serves	88%	65%	65%	65%	Family Services
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	57%	Top 10% in England	55% Above our statistical neighbours	Top 10% in England	Family Services

CPI	NEW	Proportion of care leavers age 19 – 21 in suitable accommodation	New	New	90%	Top 10% in England (currently 95%)	Family Services
SPI	TBC	Percentage of families with child/ren under 5 within the borough are registered and accessing services at children's centres	93%	80%	80%	80%	Family Services
SPI	FS/C15	Young offenders in education, training or employment	72%	75%	Above London and National Averages	Above London and National Averages	Family Services

Opportunity - Transforming services

QUALITY SOCIAL WORK PRACTICE - Developing national models of good social work practice

- Explore opportunities and support development of a social work led, non-for-profit organisation to provide some services for children and young people
- Effective safeguarding of the borough's vulnerable children and young people
- High quality and efficient social work practices

	Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S1	Number of children made subject to Child Protection Plans	206	Monitor	Monitor	Monitor	Family Services

	Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	14.5% (Oct 2015/16)	9%	Perform in line with statistical neighbours (currently 15.6%)	Perform in line with statistical neighbours	Family Services
CPI	FS/S3	Number of children subject to Child Protection Plans for two or more years	2	Perform in line with statistical neighbours	Perform in line with statistical neighbours (currently 3.31%)	Perform in line with statistical neighbours	Family Services
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	52%	50%	63% (London average)	85%	Family Services
SPI	FS/S13 (Annual)	Annual social care quality assurance report	Qualitative	Improvement on baseline	Year on year improvement	Year on year improvement	Family Services
SPI	TBC	Number of Children Missing from Care (during reporting period)	7	Monitor	Monitor	Monitor	Family Services
SPI	FS/S11	Percentage of children in external residential placements	11.4%	10%	9.2% 29/311	5.5% 17/311	Family Services
SPI	TBC	Percentage of children in care with three or more placements during the last 12 months	4.2%	10%	10%	Perform in top 10% in country (currently 8%)	Family Services
SPI	TBC	Number of Children in Care further than 20 miles from Borough	66	Monitor	Monitor	Monitor	Family Services

Education

Opportunity - Transforming services

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

- Improve educational outcomes through a schools-led, self-sustaining school improvement system.
- Through strategic partnership with Cambridge Education, provide services that are responsive to the needs of all schools

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
CPI a) and b)	Formerly CES/S13 (Annual)	a) Average attainment 8 score (new national measure) b) Average Progress 8 score (new national measure) c) 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) (new national measure) d) Percentage of pupils achieving the English Baccalaureate (new national measure)	70% (previous equivalent measure)	68% (previous equivalent measure)	Top 10% in England for all measures	Top 10% in England for all measures	Education & Skills
	CES/S8	Primary pupils' average progress in English Reading (new national measure)	95% (previous equivalent measure)	94% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
	CES/S9	Primary pupils' average progress in English Writing (new national measure)	95% (previous equivalent measure)	94.5% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
	TBC	Primary pupils' average progress in Mathematics (new national measure)	93% (previous equivalent measure)	93% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
CPI	New	The percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (new national measure)	82% (previous equivalent measure)	N/A (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
CPI	New Formerly CES/S11(a) (Annual)	% 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 (new national measure)	76% (previous equivalent measure)	73% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
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) (new national measure)	12% (previous equivalent measure)	13%pts (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
CPI	Replaces CES/S15/	Average Attainment 8 score of looked-after children (new national measure)	New	New	National average	National average	Education & Skills
CPI	Replaces CES/S16	Average Progress 8 score of looked-after children (new national measure)	New	New	National average	National average	Education & Skills
CPI	CES/S1	Percentage of primary schools rated as rated as 'good' or better	92%	92%	95%	100%	Education & Skills
CPI	CES/S3	Percentage of secondary schools rated as rated as 'good' or better	84%	87.5%	92%	100%	Education & Skills
CPI	New	Percentage attendance levels at primary schools	95.9%	London Average	London Average	London Top quartile	Education & Skills
CPI	CES/S18(a)	Percentage of 16-18 year olds who are not in education, employment or training	2.3% (2015)	2.3%	London Top Quartile	London Top Quartile	Education & Skills

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
SPI	CES/S18(b)	Combined percentage of 16-18 year olds who are not in education, employment or training and those whose current activity is not known to the local authority	TBC	New	London Top Quartile	London Top Quartile	Education & Skills
SPI	CES/S21	Percentage of children who applied on – time for a Reception place made an offer on national offer day	100%	99.8%	99.9%	99.9%	Education & Skills
SPI	TBC	% 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 (new national measure)	25% (previous equivalent measure)	23% (previous equivalent measure)	Top 10% in England	Top 10% in England	Education & Skills
SPI	TBC (a)	Average attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (new national measure)	13% (previous equivalent measure)	13% (previous equivalent measure)	Top 10% in England	Top 10% in England	Education & Skills
SPI	TBC (b)	Average progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (new national measure)			Top 10% in England	Top 10% in England	Education & Skills

Libraries

Opportunity - Transforming services

LIBRARIES - Children and adults benefit from reading, learning opportunities and easy access to the wider world of knowledge and information; and community groups are able to access community spaces and resources.

- Proposal for all current library sites to continue to offer a range of learning and resources supported by the home and mobile library service for vulnerable residents
- Enhance the digital library and exploit new technology to enhance access, alongside a reduction in staffed hours.
- Harness the capacity of volunteers

Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
Library indicators will be developed as part of the library review						