

# **Corporate Plan - 2018/19 Addendum**

## **Introduction from the Leader of the Council**

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

## **Our Purpose**

Our job is to work together for residents and businesses to ensure:

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

## **Our Corporate Priorities**

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority is the Children's Services Improvement Plan, following our inadequate Ofsted inspection (see Appendix C).

- **Children’s Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

#### **Adults and Safeguarding Committee (Appendix A)**

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult’s life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the ‘Red Bag’ Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

#### **Assets, Regeneration and Growth Committee (Appendix B)**

- **Regenerating Brent Cross Cricklewood:** this is the council’s most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
  - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments

- Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
  - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.
  - **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people’s support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

#### **Children, Education, Libraries and Safeguarding Committee (Appendix C)**

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the ‘resilient families: resilient children’ vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

#### **Community Leadership Committee (Appendix D)**

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London’s safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem solving cases.

#### **Environment Committee (Appendix E)**

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

#### **Housing Committee (Appendix F)**

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

#### **Policy and Resources Committee (Appendix G)**

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- **Continuing to improve Customer Services** by developing a customer-focussed culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

## Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

## Barnet Council's financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

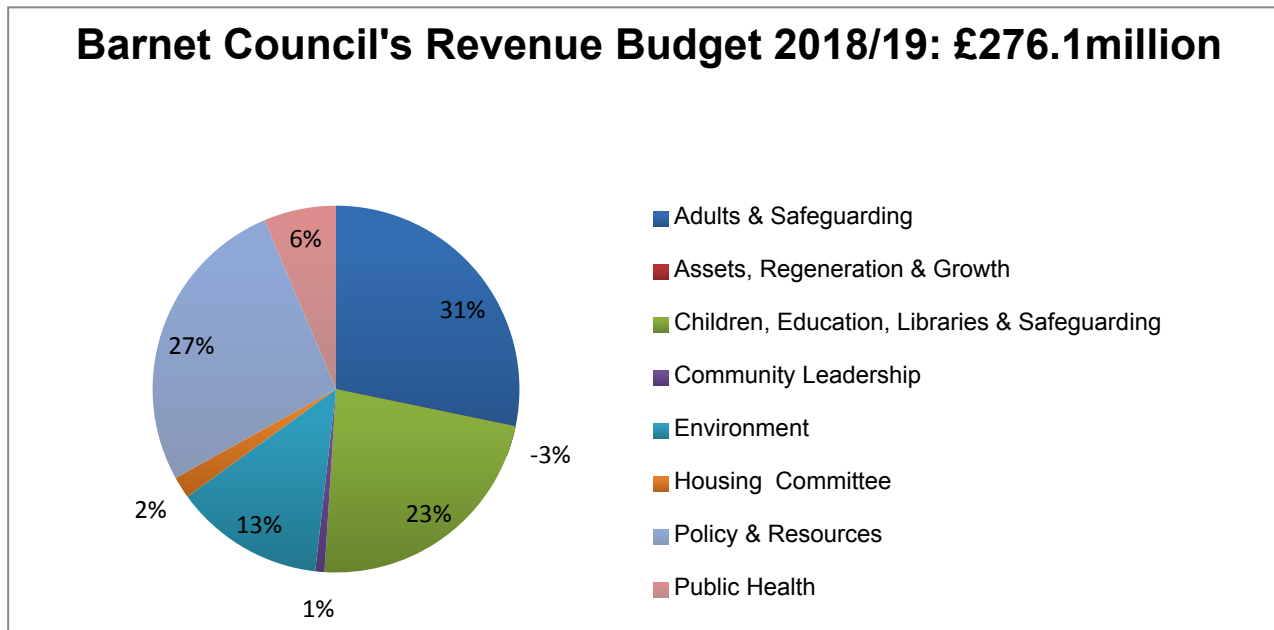
2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

### Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council's revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

<b>Theme Committee</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>	<b>Total £000</b>
Adults & Safeguarding	(2,980)	(4,917)	<b>(7,897)</b>
Assets, Regeneration & Growth	(2,355)	(2,308)	<b>(4,663)</b>
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	<b>(5,590)</b>
Community Leadership	0	(243)	<b>(243)</b>
Environment	(1,915)	(2,780)	<b>(4,695)</b>
Policy & Resources	(1,345)	(4,123)	<b>(5,468)</b>
<b>Total</b>	<b>(11,287)</b>	<b>(17,269)</b>	<b>(28,556)</b>

## **Appendix C: Children, Education, Libraries & Safeguarding Committee**

### **Introduction**

The vision for this Committee, which is 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 and healthy, are informed and responsible, and feel listened to. At the core of this is a resilience-based model of practice which involves identifying issues early and supporting families to build their resilience, underpinned by high quality social work. Our safeguarding arrangements for vulnerable children and young people will be effective and robust, with greater interface between services to provide a cohesive approach. We strive for schools in Barnet to remain among the best in the country, with enough early years and school places for all and children achieving the best they can, with attainment and progress of pupils in the top 10% nationally, and the progress of the most disadvantaged and vulnerable pupils accelerated.

### **Children's Services Improvement Plan**

We are committed to the vision of being the most family-friendly borough in London by 2020. At the heart of this journey is the building of resilience in children and their families enabling them to bounce back from adversity. Improving the quality of services to children is a council-wide responsibility and we need to work collectively across the council to drive the improvements we want. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Most children and young people in Barnet excel, but there are a few children and young people who do not. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives.

Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive. We will work closely together with focus and drive to deliver timely and effective services, achieving good outcomes for children and young people in Barnet. To realise our ambitions for children and young people, we will not compromise:

- on the quality of staff we need to improve the experience of children who need our help
- the rigour applied or,
- on the pace needed to drive the improvements.

We have three core strategic objectives that cut across our plans for children, young people and families and underpin the change needed across the council to drive improvement within the borough:



- empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- providing effective practice leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, curious and child focussed.

## **Key successes from 2017/18**

### *Corporate priorities*

- **Delivering the family-friendly Barnet vision**

A key aspect of delivering our family-friendly vision is the transformation of children's and adolescents' mental health services (CAMHS). During the past year we have invested to reduce waiting times for community CAMHS and children and young people on the waiting list, as well as for the specialist Eating Disorder Service.

We have increased the capacity and workforce within the Youth Offending Service and Pupil Referral Unit, and have increased the provision of counselling by Raphael House, a voluntary sector organisation, to include an additional 40-50 young people per annum. We have now developed and rolled out Delivery Plans for our first six pilot resilience schools as part of our Resilient Schools Programme, which covers support for pupils, staff curriculum development, digital resilience and several other key strands developed through research by the Anna Freud Centre. In June 2017, we launched the Kooth online counselling service for 11-25 year olds, with 176 Barnet young people using the service in the first three months; 40% more than the expected performance. Over the past year we have increased capacity in the voluntary sector, with four additional staff being trained in Children and Young People's Improving Access to Psychological Therapies (IAPT).

Jointly with the children and young people we have developed key aspects of the new mental health and wellbeing service model. We visited 24 schools, held youth events attended by 17 schools, consulted face to face with more than 400 young people and 7000 online. We started our three year journey in partnership with UNICEF to deliver the Child Friendly City or Community Initiative. Our vision is to become a Child Friendly Community by 2020. There is strong commitment from our key stakeholders across the partnership. Family Services have implemented a locality pilot programme to improve service integration and ensure seamless support is provided to families. As part of the 'resilient families: resilient children' vision, we have commissioned a new 0-25 service which aims to foster resilience and independence within young people with complex needs. The service aims to reduce the 'cliff-edge' of care that young people and their families often report during the transition from children's services to adults.

### *Additional priorities for this Committee*

- **Tackling gang activity**

We have established a small and multi-professional team to lead in the delivery of support to high risk/high vulnerability adolescents. The new team, REACH, is working with 50 children and young people who are vulnerable to exploitation and violence. The multi-agency approach to assessment and care planning has shown some early signs of improved assessment, including risk assessment, quality and care planning; with children, young people and their families benefiting from a co-ordinated wrap-around response to meet their complex needs. The initial results will be tracked by Research in Practice to see whether this early impact has been sustained. This work fits into the wider activity of the service involving Keeping Young People Safe, Targeted Youth Service, work with voluntary sector organisations, Youth Offending Team and the gangs panel.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

95% of Barnet primary schools (83 out of 87) and 96% of secondary schools (21 out of 22) are good or outstanding. All of Barnet's Special Schools, Pupil Referral Units and Nursery Schools with an Ofsted rating have been rated as 'good' or 'outstanding'. All children starting primary or secondary school in September 2017 were offered a school place and since April 2017, 100% of applications for Education, Health and Care plans for children with special educational needs and disabilities have been assessed on time. Through our Capital Investment Programme we have expanded the Oak Lodge Special Academy and St Mary's and St John's all-through school in Hendon. The planning application for a new secondary school, the Ark Pioneer, was granted in October 2017.

- **Delivering a 21st Century library service**

We have implemented a new Library Strategy and completed our buildings programme in all 14 of our libraries. As part of this we have also implemented self-service opening in 10 of our libraries and successfully launched four partnership libraries. In addition to this, our new libraries in Colindale opened in September 2016 and Finchley Church End opened in September 2017, and in October 2017 we delivered the third annual Barnet Libraries Festival.

### **Key activities for 2018/19**

#### *Corporate priorities*

- **Children's Services Improvement Plan**

We are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best

possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

- **Delivering the family-friendly Barnet vision**

Our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

*Additional priorities for this Committee*

- **Tackling gang activity**

We will continue our partnership with MAC-UK to help practitioners deliver psychologically informed services to children and young people living in complex circumstances, and to recruit young people to engage in peer mentoring alongside our practitioners. We will extend learning from REACH so that practitioners across the children's workforce are able to benefit. We are further developing partnered approaches with voluntary sector providers to deliver targeted prevention activity for boys and girls in the community and in school. The REACH team are currently being evaluated by Research in Practice to assess the impact of the multi-agency approach.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Working with Cambridge Education we will continue to drive standards in our schools. School Improvement Partnerships are operating across the borough, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding. We will continue to 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 work closely with schools and partners to identify and provide early support for children, young people and their families to successfully transition from early years through into adulthood. Through effective collaboration between schools, children's social care and health we will promote safeguarding of children and young people.

## Indicators for 2018/19

### Corporate priorities

- Children's Services Improvement Plan**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	New	Overall progress against Children's Services Improvement Plan*	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	<b>TBC</b>	<b>TBC</b>
CPI	New	Findings of Ofsted Monitoring Visits	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	<b>TBC</b>	<b>TBC</b>

\* Detailed dataset and progress reported as part of Improvement Plan to CELS Committee

### Additional priorities for this Committee

- Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	New	Percentage of primary and secondary schools rated as good' or better <sup>1</sup>	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	<b>TBC</b>	100%
CPI	CES/S13-1 (Annual)	Average attainment 8 score	Top 10% in England	56.10 (G)	<b>Top 10% in England (AY 16/17)</b>	Annual - not reported in Q1	Annual - not reported in Q2	<b>Top 10% in England (AY 17/18)</b>	Top 10% in England for all measures (AY 18/19)

<sup>1</sup> Primary and secondary schools merged into a composite indicator for all schools for 2018/19.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CES/S13-2 (Annual)	Average Progress 8 score	Top 10% in England	0.33 (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
SPI	Formerly CES/S13-3 (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	73.1% (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
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% (Baseline Year)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-1 (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% (Baseline Year)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-2 (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	15% (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	Replaces CES/S15 (Annual)	Average Attainment 8 score of looked-after children	National average	19.5 (R)	National average (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	National average (AY 17/18)	National average (AY 18/19)
SPI	Replaces CES/S16 (Annual)	Average Progress 8 score of looked-after children	National average	-1.66 (R)	National average (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	National average (AY 17/18)	National average (AY 18/19)

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CES/S26 (Annual)	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% (GA)	<b>Top 10% in England</b>	Annual - not reported in Q1	Annual - not reported in Q2	<b>Top 10% in England</b>	Top 10% in England
SPI	CES/S27-1 (Annual)	Average attainment 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	23.2 (G)	<b>Top 10% in England (AY 16/17)</b>	Annual - not reported in Q1	Annual - not reported in Q2	<b>Top 10% in England (AY 17/18)</b>	Top 10% in England (AY 18/19)
SPI	CES/S27-2 (Annual)	Average progress 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	-0.72 (GA)	<b>Top 10% in England (AY 16/17)</b>	Annual - not reported in Q1	Annual - not reported in Q2	<b>Top 10% in England (AY 17/18)</b>	Top 10% in England
CPI	New	30 hours free entitlement early years (3 and 4 year olds) places taken for up by parents/ carers that are eligible for a place	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	<b>TBC</b>	<b>TBC</b>