

APPENDIX TWO



Corporate Plan 2016-2019

Technical Appendix

Version 1.1
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The Council's priority objectives for residents are:

NO	OBJECTIVE	SUMMARY
1.	Creating more jobs and supporting business growth	JOBS
2.	Improving housing quality and building more houses	HOUSING
3.	Improving health and well-being	HEALTH
4.	Improving outcomes for our young people – education and skills	YOUNG PEOPLE
5.	Safeguarding the most vulnerable people	SAFEGUARDING VULNERABLE PEOPLE
6.	Making your money go further - supporting households in difficult financial times through efficient and effective use of council tax	MAKING YOUR MONEY GO FURTHER

Four long term strategic themes have been agreed to complement the Corporate Priorities.

The themes are:

- Image and Marketing of the borough
- Fairness / Equality / Cohesion
- Partnership working - residents / business / other key stakeholders
- Digital First

Corporate Plan Technical Appendix 2016-2019

Leaders Councillor Mohammed Khan	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Your Call <ul style="list-style-type: none"> • Improvements to make Blackburn with Darwen cleaner and greener • Improvements to health and wellbeing • Improving community togetherness and belonging/neighborliness 	WORKING TOGETHER IN PARTNERSHIP	To expand the scope and delivery of Your Call by ensuring all those with ideas are supported.	Delivery of work programme	Sayyed Osman	On-going delivery	Update on progress	Update on progress	Update on progress
		To have a co-ordinated voluntary offer that works with all sectors to enhance our ability to make volunteering easier. Whilst enabling the council and partners to direct volunteer support where it is most needed.	Delivery of work programme	Sayyed Osman	On-going delivery	Update on progress	Update on progress	Update on progress
		To facilitate and build resilient communities who are more capable of doing things for themselves.	Delivery of work programme	Sayyed Osman	On-going delivery	Update on progress	Update on progress	Update on progress
2. Ensuring BwD plays a key role in Lancashire governance and expanding our scope within the Northern powerhouse.	WORKING TOGETHER IN PARTNERSHIP	To ensure that Blackburn with Darwen is in a strong position to benefit from any positive changes to Lancashire governance arrangements and potential freedoms and flexibilities offered to Lancashire by the Government.	Delivery of work programme	Harry Catherall / Alison Schmid	On-going delivery	Update on progress	Update on progress	Update on progress

3. Support community cohesion.	FAIRNESS, EQUALITY AND COHESION	We will ensure that Blackburn with Darwen fosters safe and cohesive communities, as well as equal opportunities and fairness for all.	Civic participation and community events (Community Togetherness)	Sayyed Osman / Heather Taylor	Maintain annual activity	To be developed	To be developed	To be developed
			% of people who meet and talk to people from different ethnic groups % of people who agree that the borough is a place where people from different backgrounds get on well together (CSP Perception Survey)	Sayyed Osman / Imran Akuji Sayyed Osman / Imran Akuji	Higher Higher	Maintain the ranking of the most popular places: <ul style="list-style-type: none"> Local shops N'hoods work 	Maintain the ranking of the most popular places.	Maintain the ranking of the most popular places.
4. Improving the image of BwD	IMAGE AND MARKETING	We will promote the positive offer of the borough.	Delivery of work programme (LSP Board and Place Board)	Brian Bailey	On-going delivery	Update on progress	Update on progress	Update on progress

5. Improving Health and Wellbeing	HEALTH AND WELLBEING	We will achieve our ambitions in the Joint Health and Well-being Strategy.	Delivery of work programme (HWB and HWB strategy)	Dominic Harrison/ Gifford Kerr/ Helen Lowey	On-going delivery	Update on progress	Update on progress	Update on progress
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Portfolio: Resources Councillor Andy Kay	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Deliver a balanced budget year on year with the resources available.	MAKING MONEY GO FURTHER	To maximise the available resources and minimise the impact of funding reductions on the citizens of the Borough.	% of the budget saving programme achieved Achieve a breakeven or underspend against overall cash limit	Louise Mattinson / Simon Ross	Higher Higher	98% Overall 1% tolerance	98% Overall 1% tolerance	98% Overall 1% tolerance
2. Transforming our systems to offer digital solutions.	DIGITAL FIRST	To enhance the experience of citizens of the Borough by ensuring all services where appropriate are able to be accessed digitally.	No. of service requests/forms that can be completed by the customer in one action on the website Improved customer access to online information and self-service options	Louise Mattinson / Andy Ormerod	Higher Higher	No of forms to be determined following audit of website Update on a quarterly basis	Increase on previous year since 2015/16 baseline Update on a quarterly basis	Increase on previous year since 2015/16 baseline Update on a quarterly basis

		To deliver services with annual improvement in customer satisfaction.	Answer telephone calls within 60 seconds Greet our visitors within 5 minutes Respond to emails within 1 working day.	Louise Mattinson/ Andy Ormerod	Higher	Answer 80% of our calls within 60 seconds Greet 100% of our visitors within 5 minutes Respond to 95% of our emails within 1 working day.	Answer 80% of our calls within 60 seconds Greet 100% of our visitors within 5 minutes Respond to 95% of our emails within 1 working day.	Answer 80% of our calls within 60 seconds Greet 100% of our visitors within 5 minutes Respond to 95% of our emails within 1 working day.
3. Developing the organisation and its people.	MAKING MONEY GO FURTHER	To increase productivity – reduce sickness absence.	Reduction in employee absence through sickness	David Fairclough / Lorraine Nicholls	Lower	8 days	8 days	8 days
		Workforce is engaged / positive and supported.	Information relating to RIDDORS	David Fairclough/ Lorraine Nicholls	Lower	RIDDORS: quarterly update	RIDDORS: quarterly update	RIDDORS: quarterly update
			% of actions identified in employee survey action plan completed	David Fairclough / Stefanie Baron	Higher	100% of actions completed by 31 st March 2017	100% of actions completed by 31 st March 2018	100% of actions completed by 31 st March 2019
MyView self-service utilisation: Digitisation of HR	David Fairclough/ Mandy Singh / Darren Aggett	Higher	95% of all pay documents access via MyView	97% of all pay documents access via MyView	99% of all pay documents access via MyView			
					Higher	100% of new starters to have electronic files	95% of employees to have electronic files	100% of employees to have electronic files

					Higher	98% expense claims submitted via MyView	99% expense claims submitted via MyView	100% expense claims submitted via MyView
					Higher	100% recruitment applications online	100% recruitment applications online	100% recruitment applications online
					Higher	80% sickness absence recorded via MyView	95% sickness absence recorded via MyView	100% sickness absence recorded via MyView
					Higher	80% of paper forms accessible via MyView	90% of paper forms accessible via MyView	95% of paper forms accessible via MyView
					Higher	Implementation of Netcall across HR Service resulting in 50% reduction in calls and e-mails to HR and self-service solution achieved.	70% reduction in calls and e-mails to HR	80% reduction in calls and e-mails to HR

Regeneration Councillor Phil Riley	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Delivering the capital projects – securing the outcomes from capital investment: <ul style="list-style-type: none"> • Cathedral quarter • Pennine Reach • Freckleton Street. 	JOBS	To commit to have 24 priority sites completed.	Number of priority growth sites completed or underway	Tom Flanagan	Higher	10	24	24
		To develop 75,000 new sq.m of commercial floor space.	Sq. m of commercial floorspace developed or underway	Tom Flanagan	Higher	13,315	75,000 (cumulative)	75,000 (cumulative)
		To improve the connectivity of transport networks.	Completion of transport capital projects	David Proctor	Delivery on time and to budget	Pennine Reach, Weavers Wheel Ph1, LTP	East Darwen Distributor, Blackamoor Link Rd, LTP	Furthergate Link LTP
Accelerating the Growth Agenda.	JOBS	To deliver the growth plan priorities: <ul style="list-style-type: none"> • Industry and Gateways • Town centre • Housing. 	Delivery of growth plan priorities	Tom Flanagan	Higher	656 new jobs 300 new homes 60 affordable £580k MTFS benefit	(cumulative) 2,324 new jobs 855 new homes 171 affordable £2.1m MTFS benefits	(cumulative) 3,762 new jobs 1,505 new homes 301 affordable £4.7m MTFS benefits
Local jobs for local people.	JOBS	To increase the employment rate.	Economic activity rate (% of working age people in employment and/or seeking employment)	Brian Bailey	Higher	71%	72.2%	73.5%

	YOUNG PEOPLE	To increase apprenticeship take-up.	Under 19 apprenticeship starts	Brian Bailey	Higher	500	550	600
	JOB	To improve skills through business and education working together – with the Hive as a lead delivery vehicle.	% of residents with level 4 or above qualifications	Brian Bailey	Higher	24.8%	25.8%	26.8%
Improving the appearance of the borough and maintaining service standards.	IMAGE AND MARKETING	We will maintain and improve our highways to support economic growth and ensure good connectivity around the borough.	Area of highway addressed through Network Recovery Programme	Simon Butt / Matthew Joyce	Higher	40,000m ²	40,000m ² (Cumulative 80,000m ²)	40,000m ² (Cumulative 120,000m ²)

Environment Councillor Jim Smith	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Improving the appearance of the borough and maintaining service standards.	WORKING TOGETHER IN PARTNERSHIP	We will continue to support Your Call events and maximise volunteering to improve the quality of the environment	Number of Your Call clean up events held.	Tony Watson	Higher	10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers	10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers	10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers
2. Reducing fly tipping, landfill waste and maximising recycling.	MONEY & WORKING TOGETHER IN PARTNERSHIP	We will ensure that waste is diverted from landfill	Reduce the amount of waste going to landfill.	Tony Watson	Lower	7,800 tonnes	7,700 tonnes	7,700 tonnes
3. Effective licensing and enforcement activities.	SAFEGUARDING VULNERABLE PEOPLE & MONEY	We will continue to work with communities using education and enforcement to reduce fly-tipping and reported enviro-crime	Ensure that the ratio of actions taken to the number of fly-tipping incidents recorded does not drop below 2:1	Tony Watson	Higher	Ratio of actions to incidents not to drop below 2:1	Ratio of actions to incidents not to drop below 2:1	Ratio of actions to incidents not to drop below 2:1

		We will use available resources and advocacy for legislation and policy changes to regulate and enforce as an aid to make the borough safer and cleaner place and contribute towards improving health and wellbeing.	Quantity of illicit tobacco seized.	Tony Watson / Gary Johnston	Higher	≥ 6000 cigarettes and / or 4.6kg tobacco	≥ 6000 cigarettes and / or 4.6kg tobacco	≥ 6000 cigarettes and / or 4.6kg tobacco
			% of alcohol retailers compliant with licensing conditions.	Tony Watson / Gary Johnston	Higher	≥95%	≥95%	≥95%
			% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Tony Watson / Denise Andrews	Higher	≥90%	≥90%	≥90%
			We will continue to commit resources to shisha enforcement: Number of formal interventions for smoking in enclosed premises (related to shisha).	Tony Watson / Gary Johnston	Higher	≥4	≥4	≥4
			Permitted air polluting processes (for which the council is the regulatory authority) which are compliant with permit requirements.	Tony Watson / Gary Johnston	Higher	≥90%	≥90%	≥90%

Leisure, Culture and Young People Councillor Damian Talbot	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Increasing the participation and engagement of young people.	HEALTH & WELLBEING & YOUNG PEOPLE	We will engage with young people and increase participation in positive activities through direct delivery or by working with partners.	Number of junior visits generated through CLS&YP services	Martin Eden / Imran Akuji/ Claire Ramwell	Higher	394,905 junior visits	387,905 junior visits	387,905 junior visits
			Number of attendances to youth provision	Sayyed Osman / Imran Akuji	Higher	30,000 attendances	30,000 attendances	30,000 attendances
			Number of cases managed by the Targeted Youth Support Team	Sayyed Osman / Imran Akuji	Higher	80 cases managed	80 cases managed	80 cases managed
2. Providing opportunities for people to be active and make healthy lifestyle choices.	HEALTH & WELLBEING	We will increase participation in health and fitness activities as a means of improving the health and wellbeing of residents.	Number of volunteers hours supporting CLS&YP service delivery (whole portfolio contribution)	Martin Eden	Higher	22,590 volunteer hours	22,933 volunteer hours	23,276 volunteer hours
			Number of Leisure Attendances (including pitches)	Claire Ramwell	Higher	1,157,553 attendances	1,055,754 attendances	1,055,754 attendances
			Number of contacts and referrals to health and wellbeing hub	Claire Ramwell	Higher	4,866 contacts & referrals	4,866 contacts & referrals	4,866 contacts & referrals

3. Stimulating cultural involvement into social and economic regeneration.	MAKING MONEY GO FURTHER & IMAGE AND MARKETING	We will attract a varied programme at King Georges Hall (KGH) and Darwen Library Theatre (DLT) to encourage audience attendances at shows and events.	Number of attendances at KGH and DLT	Claire Ramwell	Higher	217,221 attendances	205,821 attendances	205,821 attendances
		Support creative communities to develop and deliver art projects and events	Number of art projects supported	Kath Sutton	Higher	100 art projects supported	100 art projects supported	100 art projects supported
		To provide a range of cultural and developmental activities & events across library and heritage services	Number of LIS cultural and self-directed learning events and activities Number of cultural events and activities across heritage services	Kath Sutton	Higher Higher	680 events & activities 24 events & activities	720 events & activities 24 events & activities	680 events & activities 24 events & activities

Portfolio: Neighbourhood's & Prevention Services Councillor Arshid Mahmood	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Improving the quality of housing.	HOUSING	To have reduced the number of bed spaces in Houses In Multiple Occupation and improve property and management standards.	Reduction in number of privately run HMO bed spaces	Sayed Osman / Peter Cooke	Lower	35	To follow	To follow
			HMOs subject to enforcement	Sayed Osman / Peter Cooke		26		
		To have implemented selective licensing for private rented housing, have improved living conditions, environment and quality of life thereby directly impacting on improved health.	Properties licensed and inspected in Selective Licensing areas	Peter Cooke / DASH / Stuart Pye / Sally MacAlister / Subhan Ali	Higher	250 licenses 114 inspections	To follow	To follow
	Increasing the number of private sector homes that have hazards (category 1 & 2) removed		830	To follow		To follow		
2. Demand management and prevention.	SAFEGUARDING VULNERABLE PEOPLE & FAIRNESS, EQUALITY & COHESION	To have a locality and neighbourhood offer that delivers a multi-department and multi-agency approach through 'one Team'. Ensuring a culture of no wrong door and promoting early intervention.	Households prevented from becoming homeless	Peter Cooke / Steve Richards	Higher	390	To follow	To follow

		A targeted, prevention and wider neighbourhood offer which supports, enables and facilitates communities to be stronger, more resilient and sustainable.	Number of people engaged in capacity building activities	Sayyed Osman / Heather Taylor	Higher	3,600	3,600	3,600
		To have an asset based approach where communities regularly volunteer and are capable of doing more for themselves.	Number of Volunteers	Sayyed Osman / Heather Taylor	Higher	2,500	2,500	2,500
3. Community Safety / Lifelong Learning	SAFEGUARDING VULNERABLE PEOPLE	To reduce Crime	Total crime figures	Sayyed Osman / Imran Akuji / Mark Aspin	Lower	Reduce total crime: within +/-5% of the 2015/16 baseline 10,318	Reduce total crime: within +/-5% of the 2015/16 baseline 10,318	Reduce total crime: within +/-5% of the 2015/16 baseline 10,318
		To ensure our residents gain the skills and qualifications they need and to support them into employment.	Number of people on skills programmes	Sayyed Osman / Heather Taylor	Higher	2,679	2,679	2,679
	Number of people achieving a qualification		Higher		700	700	700	
	Number of people supported through National Careers Service Contract into higher level skills or employment		Higher		1,200	1,200	1,200	

Adult Social Care Councillor Mustafa Desai	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
Overarching Priority: To fulfil the council's statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement								
1. Safeguarding vulnerable adults and developing the Service User voice.	SAFEGUARDING VULNERABLE PEOPLE	To make sure that the wishes and needs of people we work with drive our arrangements for keeping vulnerable adults safe.	A new measure re adult safeguarding will be selected for the 2016-2019 Corporate Plan, drawn from the new adult safeguarding measures being put in place nationally in the light of Care Act developments, as part of the Safeguarding Adults Collection (SAC).	Steve Tingle / Paul Lee	Higher	Due to set Oct 2016	Due to set Oct 2016	Due to set Oct 2016
			User experience and user voice: to achieve 'silver status' in Making Safeguarding Personal (MSP) by March 2018.	Steve Tingle / Paul Lee	Higher	Supported decision making and freedom from undue influence	Motivational interviewing and cycles of change.	Building resilience, confidence, assertiveness, self-esteem and respect.
2. Managing demand and budget pressures through prevention, early intervention and self-help.	HEALTH & WELLBEING & MAKING MONEY GO FURTHER	We will deliver a range of early intervention and self-help solutions to help adults live independently, with a good quality of life.	Admissions to residential and nursing care (Ascof 2a2), as monitored against national benchmarks	Steve Tingle / Paul Lee	Higher	Due to set Sept 2016	Due to set Sept 2016	Due to set Sept 2016
			Demand Management Tracker: % of total contacts signposted to alternative sources of support.	Steve Tingle / Paul Lee	Higher	Range: 70% to 80%	Range: 70% to 80%	Range: 70% to 80%
3. Integration and partnership working with key	WORKING TOGETHER IN PARTNERSHIP	We will integrate health and	Delayed transfers of care (DTOC) from hospital that are	Steve Tingle / 18	Higher	Range: 0.5 to 2.0 DTOC per 100,000 pop	Range: 0.5 to 2.0 DTOC per 100,000 pop	Range: 0.5 to 2.0 DTOC per 100,000 pop

partners across the public and voluntary sectors.	& SAFEGUARDING VULNERABLE PEOPLE	care services both locally and across Pennine Lancashire as appropriate.	attributable to adult social care, per 100,000 population. (Ascof 2C2)	Paul Lee				
			Voluntary, Community and Faith Sector (VCF) Consortium scorecard: 'Number of volunteers actively engaged in the community, by locality'	Steve Tingle / Peter Soothill	Higher	Due to set Oct 2016	Due to set Oct 2016	Due to set Oct 2016

Portfolio: Health Councillor Mustafa Desai	Strategic objective	Pledge to be achieved by 2019	Performance measures	Director & HoS lead	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
Overarching Priority: Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.								
1. Help residents to live longer and healthier lives.	HEALTH & WELLBEING	Life expectancy for both males and females will increase.	Reduce differences in life expectancy between BwD and the national average year on year.	Gifford Kerr	Lower	5% reduction in local life expectancy gap on the 2008-10 baseline	6% reduction in local life expectancy gap on the 2008-10 baseline	7% reduction in local life expectancy gap on the 2008-10 baseline
			Increase BwD citizen life expectancy year on year.	Gifford Kerr	Higher	0.5 year increase in average local life expectancy on 2008-10 baseline	0.6 year increase in average local life expectancy on 2008-10 baseline	0.7 year increase in average local life expectancy on 2008-10 baseline
2. Improve life chances for residents by offering improved and joined up health and wellbeing services.	HEALTH & WELLBEING & FAIRNESS EQUALITY AND COHESION	We will work with partners to ensure the effectiveness and value of local health improvement services	Stop smoking – a) number of 4 week quitters- b) Quit rate (Successful quitters as proportion of all who set a quit date)	Gifford Kerr/ Helen Lowey	Higher	a) Maintain 2014/15 number of 4 week quitters (1,018), in the face of increasing use of eCigarettes as an alternative to Stop Smoking services b) Increase Quit rate (Successful quitters as proportion of all who set a quit date) to 45%	TBC end of Q4 2016/17	TBC end of Q4 2017/18
			Proportion of all in treatment, who successfully completed treatment	Gifford Kerr/ Helen Lowey	Higher	All adults - 19%	TBC end of Q4 2016/17	TBC end of Q4 2017/18

			and did not re-present within 6 months.					
3. Effectively manage public sector demand and put more resources into preventative services.	HEALTH & WELLBEING & MAKING MONEY GO FURTHER	We will manage the increasing demand on public sector services and improve outcomes by creating a year on year shift in investment from care services into prevention.	Establish the Council's baseline expenditure on care services and prevention <i>(change measure from 17/18 once methodology established in year 1)</i>	Gifford Kerr/ Helen Lowey	Monitor progress	Establish baseline expenditure by end of Q2	TBC end of Q4 2016/17	TBC end of Q4 2017/18
			Agree a two year Investing in Prevention programme to ensure the delivery of a shift of investment into prevention <i>(change measure from 17/18 once methodology established in year 1)</i>	Gifford Kerr/ Helen Lowey	Monitor progress	Agreement in place by end of Q4	TBC end of Q4 2016/17	TBC end of Q4 2017/18

Portfolio: Children's Services Cllr Maureen Bateson	Strategic objective	Pledge to be achieved by 2019	Performance measures	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
Overarching Priority: Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.							
1. Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending.	YOUNG PEOPLE & SAFEGUARDING VULNERABLE PEOPLE	Ensuring that children and young people in need of support and protection continue to receive it from the right agencies at the right time for long as they need	Youth Offending: a) First time entrants to the youth justice system (rate per 100,000 – rolling 12 months) b) Proven rate of Re-offending by Young Offenders	Lower Lower	Beneath the regional and national average Beneath the regional and national average	Beneath the regional and national average Beneath the regional and national average	Beneath the regional and national average Beneath the regional and national average
			Number of Open Child in Need cases - not including open single assessments (excluding Looked After Children, Child Protection & Care Leavers)	Lower	400-500	400-500	400-500
			Exploitation measure: Number of young people worked with by Engage where risk is successfully reduced	Higher	Baseline year	TBC end of Q4 2016/17	TBC end of Q4 2017/18
			2. Intervene early at the right time to avoid costly intervention wherever possible, including	SAFEGUARDING VULNERABLE PEOPLE	Increasing the number of families receiving help through our Child & Family (CAF) Assessment process and Early	Increase the number of families receiving help through the CAF process and Early Help offer to reduce number of child in need cases open to social care	Within a band

supporting those children with additional needs.		Help offer to avoid step up into children's social care.	Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.	Maintain	10-20	10-20	10-20
			% of children starting a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	Baseline year	TBC end of Q4 2016/17	TBC end of Q4 2017/18
			To increase the number of young children with additional needs who receive support through the CAF prior to a Education Health and Care plan being agreed in the future	Higher	Baseline year	TBC end of Q4 2016/17	TBC end of Q4 2017/18
3. For those children who come into care, work quickly to ensure that they achieve permanence without unnecessary delay and their care and learning needs are prioritised.	SAFEGUARDING VULNERABLE PEOPLE & YOUNG PEOPLE	Taking the right decisions and reducing the time it takes for children in care to be matched with the right family – providing the best possible outcomes and opportunities for our most vulnerable children and young people.	Adoption scorecard national targets	Lower	Perform at national threshold level	Perform at national threshold level	Perform at national threshold level
			a) Average days from child entering care to starting adoptive placement				
			b) Time taken from court decision for placement order to matching the child with an adoptive family	Lower	Perform at national threshold level	Perform at national threshold level	Perform at national threshold level
			% of care leavers aged 19, 20 & 21 in Education, Employment or Training (EET)	Higher	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
		% of children in care for 2 ½ years who have remained in the same placement for at least 2 years		Higher	Baseline year	TBC end of Q4 2016/17	TBC end of Q4 2017/18

Portfolio Schools and Education Councillor Dave Harling	Strategic objective	Pledge to be achieved by 2019	Performance measures	Good Performance is	Suggested 16/17 target	Suggested 17/18 target	Suggested 18/19 target
1. Ensure that children and young people with Special Educational Needs and Disabilities (aged 0-25) have opportunities and support which inspire and enable them to achieve their best.	FAIRNESS, EQUALITY AND COHESION & SAFEGUARDING VULNERABLE PEOPLE	More children and young people with Special Educational Needs and Disabilities making good progress in school. Drive and show leadership in ensuring that partners support improvements with those with complex needs i.e. in health and care.	% of children with identified SEN achieving expected progress in Reading, Writing and Maths from Key Stage 1 to Key Stage 2	Higher	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
			% of children with identified SEN achieving expected progress in English and Maths from Key Stage 2 to Key Stage 4	Higher	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
2. Continue to work with schools and develop local partnerships to improve learning, training and employment outcomes for children and young people.	YOUNG PEOPLE & WORKING IN PARTNERSHIP	More learners attending schools judged as good or outstanding.	% of learners attending schools judged good or better by Ofsted	Higher	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
			% 16-18 year olds Not in Education, Employment or Training (NEET). Reported once a year on the same basis as the national figure, i.e. as an average across November to January.	Low	Achieve at or below national average for 2016/17	Achieve at or below national average for 2017/18	Achieve at or below national average for 2018/19

3. Continue to narrow the gap in academic attainment for children from our more vulnerable groups by removing barriers to success.	YOUNG PEOPLE & FAIRNESS, EQUALITY AND COHESION & SAFEGUARDING VULNERABLE PEOPLE	More children from vulnerable groups making good progress in schools and colleges.	<p>Gap in academic achievement for children living in areas in the borough in the most deprived 30% nationally according to the 'Income Deprivation Affecting Children Index' (IDACI) compared to the national average for such areas:</p> <p>a) % of children achieving the new expected standard by the end of KS2</p>	Lower	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
			<p>a) Average Progress 8 performance for children</p> <p>Progress 8 is the new composite GCSE measure covering English, Maths, other EBacc* subjects and other relevant qualifications.</p> <p>*History, Geography, Physics, Biology, Chemistry, Science, Modern Foreign Languages</p>	Lower	Achieve at or above national average for 2016/17	Achieve at or above national average for 2017/18	Achieve at or above national average for 2018/19
			<p>% of children and young people in care performing at nationally expected levels</p> <p>a) At the end of primary school</p> <p>b) At the end of secondary school</p>	Higher Higher	Narrower gap to local peers than nationally	Narrower gap to local peers than nationally	Narrower gap to local peers than nationally