

**Royal Borough of Kingston upon Thames**

**Children and Young People's Plan**

**2006 – 2010**

**Part 2**

**Action Plans  
and  
Performance Measures**

# **Children and Young People's Plan 2006 – 2010**

## **Part 2**

### **Action Plans and Performance Measures**

The priorities and objectives in the Royal Borough of Kingston upon Thames' Children and Young People's Plan set out an ambitious agenda for change and for improving children and young people's health, safety, achievements, positive contribution and economic well-being.

Part 2 of the Plan provides an overall performance framework for managing the implementation of the Plan against milestones. It contains detailed information about the activities to achieve our priorities and objectives, the timelines for doing so and the performance indicators that will help us measure how we are improving outcomes for children and young people in the local area. It should be read in conjunction with the Children and Young People's Plan for 2006-2010.

The Children and Young People's Partnership is responsible for ensuring that the Plan is regularly monitored, evaluated and reviewed and Part 2 will be updated annually.

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## Being Healthy

Priorities	Objectives
<b>BH1</b> <b>To ensure children and young people are healthy and have healthy lifestyles</b>	1.1 Increase the proportion of healthy schools 1.2 Develop coordinated strategies across all agencies to halt the rise in obesity among children 1.3 Continue to improve access to children's health services 1.4 Develop the School Sport Partnership to include all schools and improve access to leisure provision for young people to ensure all children and young people take part in at least 2 hours physical activity a week 1.5 Continue to meet the targets for reduction in teenage conceptions 1.6 Ensure all schools have a compliant sex and relationships education programme 1.7 Continue to implement the Young People's substance misuse strategy to reduce substance related harm, including cigarette smoking and alcohol, among young people 1.8 Increase the availability of school nursing and health visitor services 1.9 Implement the key objectives of the National Service Framework for Children, Young People and Maternity Services in partnership with the PCT
<b>BH2</b> <b>To ensure children and young people with specific needs receive targeted support to be healthy</b>	2.1 Promote mental health and improve access to CAMHS by developing comprehensive CAMHS, including an integrated multi-agency consultative service 2.2 Continue to give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children 2.3 Develop the integrated service for disabled children to ensure more coordinated services are available for disabled children 2.4 Improve provision for speech and language, and occupational and physiotherapies 2.5 Develop appropriate childcare and respite services for disabled children and their families 2.6 Improve access to leisure and out of school activities for disabled children and LAC
<b>BH3</b> <b>To ensure there is well coordinated support to improve the health and well being of children aged 0 - 6</b>	3.1 Develop integrated services in new Children's Centres and Extended Schools to improve the health and childcare available to parents and children, especially during 0-6 years 3.2 Implement the targets in the 10 Year Childcare Strategy 3.3 Reduce the number of children living in temporary accommodation 3.4 Increase the availability of health visitor services to all children, and in particular to vulnerable children 3.5 Develop a child health promotion programme available to all children in a variety of settings 3.6 Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.1</b> Increase the proportion of healthy schools	<ul style="list-style-type: none"> <li>Establish new healthy schools programme by Sept 2006</li> <li>Train all the schools in the revised programme between 2006 and 2009</li> <li>Ensure coordinated work with other agencies from 2006</li> <li>Implement revised kite mark procedure by Jan 2007</li> <li>Develop programme jointly with partner Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>65% of schools accredited by 2006</li> <li>95% of schools accredited by 2009</li> <li>100% schools engaged in the revised programme by 2009</li> </ul>
<b>1.2</b> Develop coordinated strategies across all agencies to halt the rise in child obesity	<ul style="list-style-type: none"> <li>Develop a multi-faceted initiative aimed at preventing overweight and obesity among children and their families</li> <li>Develop a clear referral pathway for childhood obesity by January 2007</li> <li>Pilot a community based multi-disciplinary weight management service for children and their families by September 2007</li> </ul>	<ul style="list-style-type: none"> <li>Pilot delivered in 1 school cluster by July 2007</li> <li>Referral pathway is used effectively to assess and prioritise children for weight management intervention</li> <li>Pilot weight management service demonstrates impact on improved nutrition and physical activity for identified children and families</li> </ul>
<b>1.3</b> Continue to improve access to children's health services	<ul style="list-style-type: none"> <li>Ensure prompt access to primary care and to out of hours care including accident and emergency from 2006</li> <li>Develop referral pathways to emergency care, linked to other sources of family support by 2007</li> <li>Develop referral pathways from A&amp;E as alternatives to hospital admission by 2007</li> <li>Ensure GP commissioning from 2006 continues to address service improvement priorities for children's health and there is no disruption to service delivery</li> </ul>	<ul style="list-style-type: none"> <li>GP access targets are fully met</li> <li>A&amp;E waiting time targets are met</li> <li>From April 2006 there will be a three year out of hours service agreed</li> <li>There will be alternative provision to A&amp;E for key groups such as young people who misuse alcohol and drugs</li> </ul>
<b>1.4</b> Develop the School Sport Partnership to include all schools and improve access to leisure provision for young people to ensure all children and young people take part in at least 2 hours physical activity a week	<ul style="list-style-type: none"> <li>Apply for external funding to establish a Community Sports Coach Partnership by April 2006</li> <li>Ensure menus within leisure facilities offer nutritionally balanced healthy eating options from April 2006</li> <li>Develop a sports and physical activity project in Children's Centres for under 5s and their families by 2007</li> <li>Develop a mix of targeted and open access sports schemes in school and community settings by September 2007</li> <li>Increase the provision of quality sports opportunities and</li> </ul>	<ul style="list-style-type: none"> <li>By 2008 85% of children and young people will be taking part in 2 hours physical activity a week from the baseline of 59% in 2005-6</li> <li>% schools providing opportunities to take part in 2 hours physical activity a week</li> <li>From April 2006 there will be an increase in the number of coaches employed and the number of sessions available</li> <li>From April 2007 there will be a physical activity project involving children and families in each</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
	facilities both in and out of schools by April 2008	Children's Centre <ul style="list-style-type: none"> <li>• By 2008 there will be a wider range of sports opportunities in and out of school</li> </ul>
<b>1.5</b> Continue to meet the targets for reduction in teenage conceptions	<ul style="list-style-type: none"> <li>• Ensure all young people have access to 'friendly' sexual health services appropriate to their needs</li> <li>• Sustain and expand KU19 and SHARXX projects from April 2006</li> <li>• Improve information for all young people about sexual health and contraceptive services from April 2006</li> <li>• All schools will have clear Sex and Relationships Education in place by September 2007</li> <li>• Mainstream under 19s emergency contraception schemes through Enhanced Pharmacy contracts by 2008</li> <li>• Ensure all young people have access to free pregnancy testing, counselling and speedy referral to NHS abortion or maternity services by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Target for 40% reduction in under 18 conceptions will be met by 2010 from 1998 baseline</li> <li>• By 2010 the under 18 conception rate will be no more than 18.5 per 1000 females</li> <li>• 100% of young people will be able to access sexual health services within 48 hours</li> <li>• 70% terminations will be carried out before 10 weeks gestation</li> <li>• 100% of schools will have arrangements in place to refer pupils to specialist services and will involve external agencies in the delivery of SRE programmes</li> <li>• Annual survey with users of sexual health services will demonstrate a high level of satisfaction of at least 90%</li> </ul>
<b>1.6</b> Ensure all secondary schools have a compliant sex and relationships education programme	<ul style="list-style-type: none"> <li>• Ensure the Healthy Schools programme and the School Nursing Service supports SRE developments from April 2006</li> <li>• Support parents to address sex and relationships with their children through a series of workshops delivered in extended schools from March 2007</li> <li>• Support all schools to develop an appropriate SRE programme by December 2008</li> <li>• Ensure all out of school settings and post 16 institutions also have an appropriate SRE programme by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• All schools will have a compliant SRE policy and programme by December 2006</li> <li>• By 2007 there will be a full SRE programme developed and delivered in non school settings, with a training programme for key professionals</li> <li>• By July 2008 evaluation of parent workshops will show evidence of impact on parents' skills and confidence</li> <li>• By 2008 all schools and non school settings will have arrangements in place to support SRE by involving external agencies and to refer pupils to specialist services</li> </ul>
<b>1.7</b> Continue to implement the young people's substance	<ul style="list-style-type: none"> <li>• Ensure all children, young people and families have access to information about the risks associated with use</li> </ul>	<ul style="list-style-type: none"> <li>• The number of young people receiving specialist substance misuse services will increase from 20 in</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
misuse strategy to reduce harm to children and young people related drugs, cigarette smoking and alcohol	<ul style="list-style-type: none"> <li>of drugs, alcohol and tobacco from April 2006</li> <li>Continue to provide training for teachers and other professionals to deliver drugs and alcohol education from April 2006</li> <li>Provide high quality treatment services that are well publicised and integrated into mainstream services with numerous access points for young people by 2007</li> </ul>	<p>2005-6, to 38 in 2006-7 and to 50 in 2007-8.</p> <ul style="list-style-type: none"> <li>By 2008 there will be clear evidence of more young people re-engaging in mainstream services</li> <li>Between 2006 and 2008 there will be evidence of all schools being represented at training for drugs and alcohol education</li> <li>By 2007 there will be an increase in the number of access points to treatment for young people</li> </ul>
<b>1.8</b> Increase the availability of school nursing and health visitor services	<ul style="list-style-type: none"> <li>Increase the number of school nurses and ensure they make a contribution to the delivery of Healthy Schools, the strategy in schools for reducing obesity, CAMHS and sexual health services by March 2007</li> <li>Allocate Health Visitor services to Children's Centres to ensure comprehensive support to under 5s and their families, by March 2007</li> <li>By 2008 there will be clear service specifications for Children's Community Health services as a result of joint commissioning</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of school nurses contributing to key health programmes for children and young people</li> <li>All children in Reception and Year 6 will be measured to identify overweight and obesity trends</li> <li>Targets to address obesity and increase the number of Healthy Schools will be achieved by 2008</li> <li>There will be an increase in the number of school sessions run by school nurses in support of mental health issues</li> <li>Each Children's Centre will have clear Health Visitor programmes which impact on immunisation and breast feeding rates</li> </ul>
<b>1.9</b> Implement the key objectives of the National Service Framework for Children, Young People and Maternity Services in partnership with the PCT	<ul style="list-style-type: none"> <li>Map services by April 2006</li> <li>Develop and cost a clear action plan for core services by November 2006</li> <li>Develop plans for new adolescent services by 2008</li> <li>Deliver national indicators for NSF when agreed by the Department of Health</li> </ul>	<ul style="list-style-type: none"> <li>Service mapping will identify key gaps in service delivery</li> <li>Action plans for core services will be agreed and funded by all agencies</li> <li>Adolescent services will be in place by 2010</li> </ul>
<b>2.1</b> Promote mental health and improve access to CAMHS by developing comprehensive CAMHS services, including an	<ul style="list-style-type: none"> <li>Deliver a 10% year on year increase in CAMHS services</li> <li>Agree contribution of CAMHS to programmes delivered in Children's Centres, Extended Schools and the Integrated Service for Disabled Children by April 2007</li> <li>Implement the agreed model for Family Advice and</li> </ul>	<ul style="list-style-type: none"> <li>Increased activity or investment demonstrated</li> <li>National waiting time target for outpatient appointments of 13 weeks will be met</li> <li>90% of referrals to FASS will be addressed within 4 weeks</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
integrated multi-agency consultative service	<ul style="list-style-type: none"> <li>Support Service (FASS) by April 2007</li> <li>Implement the CAMHS self assessment action plan by April 2008</li> </ul>	<ul style="list-style-type: none"> <li>Clear service specifications will be in place for CAMHS input in Children's Centres, Extended Schools and other integrated services</li> <li>Service outcome measures will be met as agreed by national working group CORC</li> </ul>
<b>2.2</b> Continue to give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children	<ul style="list-style-type: none"> <li>Maintain compliance with all standards for health assessments, immunisations and dental checks annually</li> <li>Ensure all LAC have a health plan with clear outcomes and health prevention actions by April 2006</li> <li>All accommodation settings for LAC and UASC have healthy living arrangements in place by April 2007</li> <li>Ensure all newly arrived unaccompanied asylum seeking children have a mental health assessment by April 2008</li> </ul>	<ul style="list-style-type: none"> <li>Initial medicals, reviews, immunisations and dental appointments will be achieved by at least 92% of cases annually, increasing to 95% by 2008</li> <li>100% of LAC will have a health care plan for the first 28 day review</li> <li>90% of UASC who become looked after will have a mental health assessment within 10 days of initial placement, leading to appropriate treatment as necessary</li> </ul>
<b>2.3</b> Develop the integrated service for disabled children to ensure more coordinated services are available for disabled children	<ul style="list-style-type: none"> <li>Establish parent panel to contribute to service planning from 2006</li> <li>Pilot a service for children aged 0-5 from April 2006</li> <li>Implement a multi-disciplinary service for children aged 5-12 and young people aged 13-19 (and for some up to the age of 25) from November 2006</li> <li>Develop improved joint arrangements for funding external placements by October 2006</li> <li>Expand and improve information services from April 2006</li> <li>Implement a joint specialist equipment service in April 2007</li> <li>Continue to develop a specialist pathway of services for children on the autistic spectrum and provide a lead professional/key worker to advise and support parent carers so that there will be reduced waiting times for diagnosis by April 2007</li> <li>Develop new integrated respite care service by April 2007</li> <li>Develop new contract for Warren Park services by April 2007</li> </ul>	<ul style="list-style-type: none"> <li>Single referral and joint assessment processes will be in place</li> <li>Waiting times for autistic spectrum disorder diagnosis will be reduced</li> <li>There will be increased provision of occupational therapy and speech and language therapy in schools</li> <li>Lead professionals and key worker support will be in place and linking with schools by 2007</li> <li>There will be a reduction in the growth of costs of external placements by 2008</li> <li>Family support and respite care will be expanded so that more children can continue to live and be educated locally</li> <li>Annual parent surveys will indicate higher satisfaction rates with service delivery</li> <li>Parents will report improvement in information and equipment services</li> <li>There will be new service pathways in place across</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
	<ul style="list-style-type: none"> <li>• Ensure fully integrated service, incorporating health, social care, education is in place by April 2008</li> </ul>	<ul style="list-style-type: none"> <li>• all agencies by April 2007</li> <li>• Warren Park will be providing a wider range of services that meet local needs by 2008</li> <li>• The service will be fully integrated by 2008</li> </ul>
<p><b>2.4</b> Improve provision for speech and language, and occupational and physiotherapies</p>	<ul style="list-style-type: none"> <li>• Develop the secondary school Speech and Language service by July 2006</li> <li>• Increase occupational therapy for schools and pupils by April 2006</li> <li>• Increase provision of therapies for 0-5 year olds by 2008</li> <li>• Extend the reception age language groups to a wider age range of pupils across schools by April 2008</li> <li>• Continue to develop a consultative model of speech and language support so that more pupils benefit and more teachers and assistants in schools are trained to develop pupil's skills</li> </ul>	<ul style="list-style-type: none"> <li>• Children aged 0-5 will be assessed within 13 weeks of referral and treatment will begin immediately as necessary</li> <li>• There will be fewer pupils going out of borough to specialist speech and language provision by 2007</li> <li>• There will be a reduction in the number of statutory assessments for speech and language by 2007</li> <li>• Pupils in special schools will have access to direct delivery of therapies in relation to their assessed needs from 2006</li> <li>• There will be increased capacity in mainstream schools to provide a wider range of speech and language support, including increased number of School Action Plus packages and training programmes from 2007</li> </ul>
<p><b>2.5</b> Develop appropriate childcare and respite services for disabled children and their families</p>	<ul style="list-style-type: none"> <li>• Consult parents and identify gaps in provision by April 2006</li> <li>• Develop pilot projects to address the needs of working parents in 2006-7</li> <li>• Improve information services to help parents access appropriate childcare from 2006</li> <li>• Ensure provision of extended school services and children's centres is accessible to disabled children by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Data is accurate and regularly updated on the needs of parents for childcare places</li> <li>• At least two pilot childcare programmes are established in one special school and one mainstream school from 2006</li> <li>• There will be evidence of extended school services and children's centres making provision for disabled children as part of their childcare offer by 2008</li> <li>• By 2010 all parents of disabled children aged 5 - 11 will be able to access appropriate childcare</li> </ul>
<p><b>2.6</b> Improve access to leisure and out of school activities for disabled children and LAC</p>	<ul style="list-style-type: none"> <li>• Increase the range and choice of specialist and community activities for disabled children and young people from 2006</li> </ul>	<ul style="list-style-type: none"> <li>• The number of disabled children who can access and use out of school and holiday activities will increase by 10% a year from 2006 to 2010</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
	<ul style="list-style-type: none"> <li>• Develop the role of the Specialist Inclusion Coordinator post by April 2006 to increase access and inclusion</li> <li>• Ensure the new Council leisure contract provides greater access and participation by disabled children and young people, and LAC in Leisure Centres from 2006</li> <li>• Establish the baseline for involvement in activities by disabled children in 2006</li> <li>• Measure participation in leisure and recreation activities using the Sport England National Benchmarking Service from 2006 onwards</li> <li>• Improve access to and uptake of swimming lessons for all age groups from 2006 onwards</li> <li>• Provide improved holiday programmes for disabled children and LAC from summer 2006</li> <li>• Improve the range of information about leisure activities by 2007</li> <li>• Ensure extended school provision is fully accessible to disabled children by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• The number of LAC, and disabled children and young people, who access activities in leisure centres, including swimming, will increase year on year</li> </ul>
<p><b>3.1</b> Develop integrated services in new Children's Centres and Extended Schools to improve the health and childcare available to parents and children, especially during 0-6 years</p>	<ul style="list-style-type: none"> <li>• Develop 6 new children's centres in 2 stages by 2007 and 2008</li> <li>• Continue to develop provision at Surbiton Children's Centre to meet local needs from 2006 onwards</li> <li>• Consult local parents and carers in 2006 about provision in children's centres and extended school services to ensure needs are being addressed</li> <li>• Ensure each cluster of schools has a range of extended services, which include childcare, school nursing, health visitor services and therapy by 2008</li> <li>• Target support to more vulnerable children aged 0-6 and families by combined health visitor, community nursing and family support services located in children's centres by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• 7 children's centres will be fully operational by 2008</li> <li>• The most vulnerable children aged 0-6 and their families will be identified and supported in a targeted and coordinated way as part of multi-agency work in children's centres</li> <li>• By 2008 50% of primary schools will provide 8.00-6.00 childcare</li> <li>• Services provided in children's centres will result in improved rates of immunisation and breastfeeding</li> <li>• All children in Reception will be measured to identify a reduction in obesity trends as a result of early intervention 0-6 years</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>3.2</b> Implement the targets in the 10 Year Childcare Strategy	<ul style="list-style-type: none"> <li>• Provide a training programme to increase the number of childcare staff with appropriate qualifications from September 2006</li> <li>• Ensure all childcare providers meet the National Standards from 2006 onwards</li> <li>• Agree a strategy by June 2007 to expand provision with schools and other providers</li> <li>• Ensure the strategy includes partnership between schools and other providers to provide the most affordable and accessible childcare in each cluster from January 2007</li> <li>• Expand early education provision to ensure places are available for all 3 and 4 year olds for 15 hours a week, 38 weeks a year</li> <li>• Provide an out of school childcare place for all children aged 3-14 between 8.00 am - 6.00 pm in 50% of schools by 2008 and access for all by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• By 2007 all settings will have an agreed strategy to expand provision</li> <li>• By 2007 all clusters will have a coordinated childcare plan which is beginning to deliver affordable and accessible wrap around childcare in response to need</li> <li>• All parents who need it will have access to 15 hours early education for 38 weeks</li> <li>• By 2008 50% primary schools will offer 8.00-6.00 childcare</li> <li>• By 2010 all 3-14 year olds who need it will have access to 8.00-6.00 childcare</li> <li>• All settings will achieve at least satisfactory outcomes at registration and inspection by Ofsted</li> <li>• All providers will be able to demonstrate involvement in appropriate training and support</li> </ul>
<b>3.3</b> Reduce the number of children living in temporary accommodation	<ul style="list-style-type: none"> <li>• Continue to meet the Government's target of reducing the average length of stay in bed and breakfast accommodation by homeless household to no more than 6 weeks by 2008</li> <li>• Continue to meet the Government's target of reducing the number of weeks homeless households have to stay in hostel accommodation by 2008</li> <li>• Ensure a supply of good quality temporary accommodation</li> <li>• Increase the supply of permanent housing</li> <li>• Increase the availability of decent homes by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a year on year reduction in the number of families in bed and breakfast accommodation and in other temporary accommodation</li> <li>• By 2008 the average length of stay will be no more than 4.5 weeks in bed and breakfast accommodation</li> <li>• By 2008 the average length of stay in hostel accommodation will be no more than 10 weeks</li> <li>• By 2008 90% of local authority homes will meet decent home standards</li> </ul>
<b>3.4</b> Increase the availability of health visitor services to all children, and in particular to vulnerable children	<ul style="list-style-type: none"> <li>• Implement new core standards for health visiting in line with the National Service Framework from December 2006</li> <li>• Increase the Specialist Health Team working with Children's Centres and Extended School services to provide improved early intervention programmes for</li> </ul>	<ul style="list-style-type: none"> <li>• National core standards will be met</li> <li>• The percentage of mothers who start and maintain breastfeeding will increase year on year from the baseline established in 2006</li> <li>• There will be clear service specifications agreed for health visiting services in Children's Centres and</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
	<p>children and parenting initiatives from December 2006</p> <ul style="list-style-type: none"> <li>• Ensure the services improve antenatal and postnatal support for breastfeeding by March 2007</li> <li>• Increase the amount of health promotion for children and families provided by health visitors through training and workforce development</li> </ul>	<p>Extended Schools</p> <ul style="list-style-type: none"> <li>• All vulnerable children aged 0-5 will have appropriate support packages provided by health visitors</li> </ul>
<p><b>3.5</b> Develop a child health promotion programme available to all children in a variety of settings</p>	<ul style="list-style-type: none"> <li>• From April 2006 ensure all babies born to hepatitis B+ mothers and in high risk families for TB are immunised</li> <li>• Ensure ante natal and post natal screening standards are met by April 2007</li> <li>• Introduce cystic fibrosis bloodspot screening from 2007</li> <li>• Develop the Child Health Promotion Programme and ensure it is available in all Children's Centres and other primary care settings by April 2008</li> <li>• Ensure by 2010 all children by the age of 1 are assessed for physical, emotional, social development and family needs by health visitors</li> <li>• Introduce pre-school vision screening by 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Ante natal and post natal screening standards will be met</li> <li>• Immunisation rates will increase year on year</li> <li>• All year 1 assessments of children will be completed with appropriate follow up support agreed for identified children and families</li> </ul>
<p><b>3.6</b> Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met</p>	<ul style="list-style-type: none"> <li>• Ensure maternity services conform to NSF standards from 2006</li> <li>• Provide maternity services through Children's Centres from April 2007</li> <li>• Support more mothers to initiate and maintain breastfeeding</li> <li>• Provide advice and support to pregnant smokers</li> <li>• Ensure teenage parents have access to ante natal and post natal services from April 2006</li> <li>• Ensure all women who disclose domestic violence have help and support as part of post natal services</li> <li>• Ensure all agencies are able to identify and respond to domestic violence and take appropriate action to protect carers and children</li> <li>• Provide training for all staff in the Children's Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 there will be a 1% reduction of women continuing to smoke during pregnancy</li> <li>• There will be a 2% annual increase from 2006 in breastfeeding initiation and maintenance rates</li> <li>• All ante natal and post natal care will meet NICE guidelines</li> <li>• All Children's Centres will include maternity services</li> </ul>

<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
	<p>across health, education and social care on domestic violence and its impact on children and families</p> <ul style="list-style-type: none"> <li>• Provide social work support to women and children accommodated in The Refuge as a result of domestic violence</li> </ul>	

## Staying Safe

Priorities	Objectives
<p><b>SS1</b>  <b>To ensure children and young people are safe, have stability and are cared for</b></p>	<p>1.1 Continue to ensure there are robust child protection services by strengthening the Safeguarding Team</p> <p>1.2 Ensure children and families who are referred receive an appropriate response in order to reduce the number of re-referrals</p> <p>1.3 Develop ASKK further as an effective multi-agency information sharing and monitoring system for vulnerable children and those at risk</p> <p>1.4 Develop more effective earlier intervention strategies that are coordinated by the ASKK system, to ensure fewer referrals to the children's safeguarding service</p> <p>1.5 Improve early intervention, prevention and family support available through children's centres, extended schools and school clusters</p> <p>1.6 Continue to develop family support services to disabled children</p> <p>1.7 Reduce the number of initial registration inspections of childcare with actions for CP, health and safety</p> <p>1.8 Develop the ACPC as an effective Local Safeguarding Board</p> <p>1.9 Improve children's environments for learning and recreation by developing the Police safer schools and safer neighbourhoods initiatives</p> <p>1.10 Develop the local protocol on children missing from education to cover all young people going missing from home</p> <p>1.11 Implement key targets in the crime reduction strategy to ensure fewer young people are the victims of crime and there are fewer young offenders</p> <p>1.12 Ensure that the transition from Children's Services to Adult Services for young people with a disability is achieved as effectively as possible</p>
<p><b>SS2</b>  <b>To ensure looked after children stay safe and have security and stability</b></p>	<p>2.1 Ensure effective monitoring and support of looked after children and unaccompanied asylum seeking children</p> <p>2.2 Expand fostering placements to cater for the needs of young people with challenging behaviour, disabled children and teenage mothers and babies needing placing together</p> <p>2.3 Provide effective adoption support services to reduce risk of placement breakdown</p> <p>2.4 Improve the number of looked after children in foster placements or placed for adoption</p>

<b>STAYING SAFE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.1</b> Continue to ensure there are robust child protection services by strengthening the Safeguarding Team	<ul style="list-style-type: none"> <li>Recruit, train and retain a qualified permanent workforce in the new Safeguarding Team from 2006</li> <li>Implement the Integrated Children's System (ICS) from April 2006</li> <li>By 2007 recruit an education specialist to the Team and maintain the current housing and health posts</li> </ul>	<ul style="list-style-type: none"> <li>100% of children in need are allocated a qualified and suitably trained social worker</li> <li>No child will remain on the child protection register for more than 2 years</li> <li>100% of all new safeguarding activity will be recorded on ICS</li> </ul>
<b>1.2</b> Ensure children and families who are referred receive an appropriate response in order to reduce the number of re-referrals	<ul style="list-style-type: none"> <li>From 2006 ensure dedicated referral, assessment and care planning functions within the Safeguarding Team</li> <li>Improve the quality of initial and core assessments</li> <li>Increase the number of Practice Advisors with qualifications at higher specialist levels and strengthen supervision and care monitoring</li> </ul>	<ul style="list-style-type: none"> <li>The percentage of initial assessments completed within 7 working days of the referral will increase year on year to 95% in 2010</li> <li>The percentage of core assessments completed within 35 working days of their commencement will increase year on year to 95% in 2010</li> <li>The number of re-referrals occurring within 12 months of the previous referral will reduce to 7% by 2010</li> </ul>
<b>1.3</b> Develop ASKK further as an effective multi-agency information sharing and monitoring system for vulnerable children and those at risk	<ul style="list-style-type: none"> <li>From 2006 develop the Common Assessment framework and embed its use in all agencies working with children by 2008</li> <li>Ensure that ASKK is embedded in the work of school clusters and interactive service directory is operational from 2006</li> <li>Implement Liquid Logic Information Sharing Software by 2007</li> </ul>	<ul style="list-style-type: none"> <li>Common Assessment Framework will be in use across all agencies by 2008 and increasing number of children will be assessed</li> <li>From 2006 there will be an electronic database of vulnerable children and an information sharing system available to all those working with children</li> <li>The number of children flagged by ASKK will increase from 100 in 2006 to 1000 in 2010</li> </ul>
<b>1.4</b> Develop more effective earlier intervention strategies that are coordinated by the ASKK system, to ensure fewer referrals to the children's safeguarding service	<ul style="list-style-type: none"> <li>From 2006 develop family support plans for identified vulnerable children</li> <li>From 2006 develop a procedure for flagging children referred from level 3 intervention</li> <li>Develop the role of lead professional and allocate to vulnerable children by 2007</li> <li>By 2007 develop and implement a multi-agency child protection awareness plan</li> </ul>	<ul style="list-style-type: none"> <li>By 2007, 70% of vulnerable children in need of additional support will have a lead professional</li> <li>The number of children with a monitored family support plan will increase from 40 in 2006 to 200 by 2008</li> <li>All agencies will make appropriate referrals for child protection and child safety issues</li> <li>The number of referrals of children in need will reduce from 200 in 2006 to 180 in 2010</li> </ul>

<b>STAYING SAFE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.5</b> Improve early intervention, prevention and family support available through children's centres, extended schools and school clusters	<ul style="list-style-type: none"> <li>• By 2007 embed the ASKK system of coordinating early intervention for vulnerable children in each school cluster</li> <li>• By 2008 develop 7 children's centres and provide family support and early intervention services at each centre</li> <li>• By 2008 ensure there are family support services available as part of extended school provision in each cluster</li> </ul>	<ul style="list-style-type: none"> <li>• 7 children's centres fully operational</li> <li>• By 2008, at least 50% of extended school provision will include family support</li> <li>• By 2008 at least 80% of families accessing services in children's centres and extended schools will indicate that their needs are being addressed and met</li> </ul>
<b>1.6</b> Continue to develop family support services to disabled children	<ul style="list-style-type: none"> <li>• Recruit, induct and train social care sessional staff to extend family support available to families of disabled children from 2006</li> <li>• Increase overnight support in disabled children's homes to reduce reliance on residential care from 2006</li> <li>• Ensure staff are trained in medication and gastronomy needs, moving and handling, and are verified by health colleagues</li> <li>• By 2007 all family support workers will be registered with the General Social Care Council (GSCC)</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of family support staff will be qualified to NVQ level 3 or equivalent</li> <li>• All family support workers will be registered and verified</li> <li>• From 2006 there will be a reduction in the growth of provision for, and costs of, residential care</li> <li>• By 2010 at least 25% of the estimated number of disabled children will receive family support from the Disabled Children's Service</li> </ul>
<b>1.7</b> Reduce the number of initial registration inspections of childcare with actions for CP, health and safety	<ul style="list-style-type: none"> <li>• From 2006 increase the amount of targeted support to settings to meet national standards in child protection, health and safety</li> <li>• Ensure settings have appropriate policies and documentation to show evidence of how standards will be met during registration inspection by Ofsted</li> </ul>	<ul style="list-style-type: none"> <li>• By 2010 more than 90% of settings will meet standards for child protection, health and safety at initial registration inspections</li> </ul>
<b>1.8</b> Develop the ACPC as an effective Local Safeguarding Board	<ul style="list-style-type: none"> <li>• By April 2006 establish the ACPC as an effective Local Safeguarding Board, with agreed terms of reference</li> <li>• Annually, complete a work plan which is monitored quarterly and reported to the Children's Trust Board</li> <li>• Ensure there is a reduction in re-registrations of children on the child protection register</li> <li>• Ensure there is an increase in de-registrations of children on the child protection register for 2 or more years</li> </ul>	<ul style="list-style-type: none"> <li>• The LCSB will be fully compliant with the 'Effective Working Together' guidance</li> <li>• There will be 90% attendance at meetings of the LCSB</li> <li>• An annual report will be made to the Children's Trust Board</li> <li>• 100% of child protection register cases will be allocated to a social worker</li> <li>• 100% of child protection review case conferences will be held on time</li> </ul>

<b>STAYING SAFE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
		<ul style="list-style-type: none"> <li>The percentage of re-registrations will be less than 10%, annually between 2006 and 2010</li> </ul>
<p><b>1.9</b> Improve children's environments for learning and recreation by developing the Police safer schools and safer neighbourhoods initiatives</p>	<ul style="list-style-type: none"> <li>By April 2006 there will be a Safer Neighbourhood police team for every ward</li> <li>By 2008 there will be an increase in the police resources for Safer Schools teams</li> <li>Safer Neighbourhood teams will develop clear working links and agreed work plans with each cluster of schools by 2007</li> </ul>	<ul style="list-style-type: none"> <li>100% of wards covered by Safer Neighbourhood teams</li> <li>Teams will consult with schools and young people to develop actions plans for a safer environment</li> <li>Young people's perception of safety in surveys will report more positive outcomes between 2006 and 2010</li> </ul>
<p><b>1.10</b> Develop the local protocol on children missing from education to cover all young people missing from home</p>	<ul style="list-style-type: none"> <li>By April 2006 develop combined protocol for children missing from education, home and public care</li> <li>From 2006 ensure all agencies record their use of the protocol</li> <li>From October 2006 develop a PSHE programme for all secondary schools focused on preventing children going missing</li> <li>From 2007 provide an annual return on children missing to the Safeguarding Board</li> </ul>	<ul style="list-style-type: none"> <li>Protocol published with Children's Society kite mark</li> <li>By July 2007 PSHE programme delivered in all secondary schools</li> <li>All children who go missing are offered counselling and an individual assessment of their needs</li> <li>From 2006 there will be fewer young people reported as missing, measured against the 2006 baseline</li> </ul>
<p><b>1.11</b> Implement key targets in the crime reduction strategy to ensure fewer young people are the victims of crime and there are fewer young offenders</p>	<ul style="list-style-type: none"> <li>From April 2006 develop programmes for persistent young offenders and diversionary activities for young people on the margins of crime</li> <li>Increase participation in Youth Service programmes by young offenders</li> <li>From 2006 ensure the YISP assesses and develops support plans for targeted 8-13 year olds</li> <li>By 2007 develop the capacity of the Youth Inclusion Support Panel (YISP) to double the numbers of young people targeted for early intervention</li> </ul>	<ul style="list-style-type: none"> <li>There will be a 2% annual reduction in the numbers of new entrants to the youth justice system</li> <li>By 2010 there will be a 10% reduction in the number of new entrants to 126, compared to 141 in 2005</li> <li>The YISP will assess and develop support plans for at least 80 children aged 8-13 per year</li> <li>There will be a reduction in the numbers of recorded crimes by young people between 2006 and 2010</li> <li>From the 2006 baseline there will be an increase in participation by young offenders in positive activities</li> </ul>

<b>STAYING SAFE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>1.12</b> Ensure that the transition from Children's Services to Adult Services for young people with a disability is achieved as effectively as possible</p>	<ul style="list-style-type: none"> <li>• From 2006 identify all young people at age 13 and begin to prepare for their transition to adult services</li> <li>• From 2006 ensure transition plans are in place for all disabled young people aged 19</li> <li>• Transition services for young people will develop appropriate links with foster carers and ensure these relationships are maintained into adulthood</li> </ul>	<ul style="list-style-type: none"> <li>• All disabled young people aged 13 are identified and their needs for transition to adult services are assessed</li> <li>• All 19 year olds have written transition plans</li> </ul>
<p><b>2.1</b> Ensure effective monitoring and support of looked after children and unaccompanied asylum seeking children</p>	<ul style="list-style-type: none"> <li>• From April 2006 ensure all foster carers and residential care providers have full information on each child and are fully equipped to care for them</li> <li>• Ensure improved risk assessment and contingency planning before each placement</li> <li>• Annually ensure all LAC have health checks and dental appointments</li> <li>• Annually ensure regular consultation with LAC and UASC and high levels of participation in annual reviews</li> <li>• Reduce the number of LAC placed with carers more than 20 miles from Kingston</li> <li>• Establish by September 2006 minimum quality standards for all semi supported accommodation placements for unaccompanied asylum seeking children (UASC)</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer than 9% of looked after children will experience 3 or more placement moves in one year</li> <li>• 94% of LAC will have annual health and dental checks by 2010</li> <li>• By 2010 fewer than 15% of LAC will be placed more than 20 miles from Kingston</li> <li>• There will be a year on year reduction in the number of unplanned placement moves from the 2006 baseline</li> <li>• There will be fewer complaints about accommodation by UASC</li> <li>• At age 18 all looked after unaccompanied asylum seeking children will have accommodation and an employment or training destination</li> </ul>
<p><b>2.2</b> Expand fostering placements to cater for the needs of young people with challenging behaviour, disabled children and teenage mothers and babies needing placing together</p>	<ul style="list-style-type: none"> <li>• From September 2006 develop a professional foster care service to provide up to 4 placements for young people displaying challenging behaviour</li> <li>• Recruit more foster carers to meet the needs of up to 8 disabled children currently receiving residential respite care by December 2006</li> <li>• From 2007 provide an enhanced training and support programme for all carers</li> <li>• From 2007 ensure the availability of at least one fostering placement for a young parent and baby</li> </ul>	<ul style="list-style-type: none"> <li>• There will be 4 specialist placements for young people with challenging behaviour and an additional 8 placements for disabled children</li> <li>• There will be at least one placement for emergency mother and baby accommodation</li> <li>• By 2010, 84% of LAC aged under 10 will be in foster or adoption placements</li> <li>• By 2010 there will be a year on year reduction in the number of disabled LAC in residential accommodation to no more than 20%</li> <li>• By 2010, 80% of all LAC will be in foster or adoption placements</li> </ul>

<b>STAYING SAFE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>2.3</b> Provide effective adoption support services to reduce risk of placement breakdown</p>	<ul style="list-style-type: none"> <li>• From April 2006 ensure full implementation of the Adoption and Children Act 2002</li> <li>• By 2007 develop the role of the Adoption Support Service Adviser to provide direct support to families</li> <li>• Ensure there are adoption support plans in place for all adoptions</li> <li>• Provide independent advice for all birth families affected by adoption</li> <li>• By April 2007 audit all available provision to ensure the Adoption Support Service meets the needs of adopted children and their adoptive families</li> <li>• Ensure annual adoption plans and statements of purpose are reported and scrutinised by Members and by the Children's Trust Board</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of families requesting and assessment for adoption are assessed within 42 days of referral</li> <li>• 100% of adoptions have Adoption Support Plans</li> <li>• 100% of looked after children are adopted within 12 months of the Best Interest Decision</li> <li>• All families affected by adoption are offered support and independent advice</li> <li>• The Adoption Support Service Adviser provides additional services to families</li> <li>• The annual action plan and statement of purpose contains recommendations for adoption service improvements</li> <li>• There will be no breakdown of adoptive placements</li> </ul>
<p><b>2.4</b> Improve the number of looked after children in foster placements or placed for adoption</p>	<ul style="list-style-type: none"> <li>• Increase the availability of foster care or adoptive placements to meet target by 2010</li> <li>• Provide recruitment activities twice yearly from April 2006</li> <li>• By 2007 ensure fees for carers are commercially attractive</li> <li>• By 2007 provide an improved support and training programme for carers</li> <li>• Develop an improved support programme for kinship carers</li> </ul>	<ul style="list-style-type: none"> <li>• By 2010, 84% of all LAC will be in foster or adoption placements, from the baseline of 65% in 2006</li> <li>• The recruitment of new carers will exceed the numbers of resignations and terminations of approval each year</li> <li>• 90% of carers express satisfaction with support arrangements in the annual inspection survey</li> <li>• 100% of kinship carers express satisfaction with support and training</li> <li>• 6.5% of looked after children will be placed for adoption each year</li> </ul>

## Enjoy and Achieve

Priorities	Objectives
<b>E&amp;A1</b> <b>To ensure children make good progress between the ages of 0-5 and are well prepared for school</b>	1.1 Continue to improve the quality, provision and integration of early years education and childcare 1.2 Develop effective support for parents and carers, in Children's Centres and Extended Schools, to help vulnerable children 0-5 to enjoy play, achieve educationally and develop socially 1.3 Increase the number of childcare settings meeting national standards as part of the registration process
<b>E&amp;A2</b> <b>To ensure children and young people attend and enjoy school</b>	2.1 Ensure the small number of schools with below average attendance achieve their targets 2.2 Improve attendance so that all schools achieve at least the median benchmark for similar schools 2.3 Continue to ensure the Local Authority achieves its attendance targets
<b>E&amp;A3</b> <b>To continue to improve educational standards in the foundation stage and at all key stages in line with agreed targets</b>	3.1 Continue to raise standards in the foundation stage 3.2 Continue to raise standards in the primary phase 3.3 Continue to raise standards in Key Stage 3 3.4 Continue to raise standards in Key Stage 4 3.5 Ensure improvement for under-achieving BME groups 3.6 Extend schools' use of performance data as a tool for self evaluation and improvement in standards 3.7 Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils 3.8 Reduce fixed term exclusions
<b>E&amp;A4</b> <b>To improve the achievements of looked after children and other groups of children with specific needs</b>	4.1 Continue to improve the achievement, progress and attendance of looked after children 4.2 Continue to improve the achievement and progress of disabled children and pupils with SEN 4.3 Continue to improve the number of supervised juveniles in EET 4.4 Improve the percentage of SEN statements completed within 18 weeks where medical advice is required
<b>E&amp;A5</b> <b>To improve access for all children and young people to a range of play and recreational activities</b>	5.1 Implement the play strategy to increase provision of safe play areas for children 5.2 Improve access to leisure provision for all children and young people ensuring all children and young people can take part in at least two hours of physical activity per week 5.3 Increase the number of children and young people who voluntarily participate in arts activities

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
<b>1.1</b> Continue to improve the quality, provision and integration of early years education and childcare	<ul style="list-style-type: none"> <li>• Implement the key recommendations of the Childcare Bill by September 2006</li> <li>• From 2006 provide a comprehensive training programme for providers, including qualification training</li> <li>• Align services through co-located multi-disciplinary teams by Sept 2008</li> <li>• Reduce the number of unqualified childcare staff by Sept 2008</li> <li>• Allocate appropriate Childcare Development Advisors to support all private and voluntary settings by September 2008</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 85% of childcare settings meet national standards without actions as part of the Inspection process</li> <li>• Full alignment of the work of CDAs and EY Advisors</li> <li>• Increase in number of childcare staff with qualifications by 5% at L3 and 5% at L4</li> <li>• Childcare Development Advisors allocated to settings and working in collaboration with the Early Years Advisory Team</li> </ul>
<b>1.2</b> Develop effective support for parents and carers, in Children's Centres and Extended Schools, to help vulnerable children 0-5 to enjoy play, achieve educationally and develop socially	<ul style="list-style-type: none"> <li>• Set up systems for identifying vulnerable children in school clusters by September 2006</li> <li>• Provide information on family support services with named responsible person for information in each school by September 2007</li> <li>• Establish family support provision in children's centres and extended services by September 2007</li> <li>• Develop 7 children's centres across the authority by September 2008</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools will use the ASKK system to refer vulnerable children.</li> <li>• 100% of schools will access information on family support.</li> <li>• 100% of schools will have named person responsible for information dissemination</li> <li>• Family support services will be established in settings in accord with the plan for Extended Schools and Children's Centres</li> <li>• 7 centres will be fully operational</li> <li>• 80% of users of children centres services indicate that the service meets their needs</li> </ul>
<b>1.3</b> Reduce the number of childcare settings not meeting national standards as part of the registration process	<ul style="list-style-type: none"> <li>• From 2006 provide targeted support (based on evidence from previous registrations) on documentation and policies to ensure childcare settings can demonstrate to OFSTED how standards will be met</li> <li>• Provide all Childminders with home visits and access to a Support Childminder by Sept 2006</li> <li>• Monitor all settings pre and post registration</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of prospective childcare providers will be offered individual pre-registration visits</li> <li>• 100% of prospective childcare providers will receive pre-registration information and guidance from the Childcare Development Advisors</li> <li>• At least 90% of Childminders will take up pre-registration visits</li> </ul>
<b>2.1</b> Ensure the small numbers of schools with	<ul style="list-style-type: none"> <li>• From 2006 ensure all schools are setting achievable targets</li> </ul>	<ul style="list-style-type: none"> <li>• All schools supported and challenged to set realistic targets by their linked EWO</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
below average attendance achieve their targets	<ul style="list-style-type: none"> <li>• Monitor progress annually to ensure targets for 2007 and 2008 are achieved</li> <li>• Provide targeted support for schools needing greater assistance with improving attendance, especially those achieving below the median for similar schools</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools annually setting and meetings targets.</li> <li>• Schools with poor performance in the past 3 years identified</li> <li>• 100% of identified schools have action plans and training in place</li> <li>• By 2007, 75% of schools will have met their attendance targets and by 2008 all schools will have achieved their targets</li> </ul>
<b>2.2</b> Improve attendance so that all schools achieve at least the median benchmark for similar schools	<ul style="list-style-type: none"> <li>• Provide a support programme for the schools that are failing to meet their targets from September 2006, through coordinated work between EWOs, School improvement Inspectors and SIPs</li> <li>• Ensure there is a programme to disseminate good practice among RBK schools in place by January 2007</li> <li>• Extend the use of use parenting contracts from January 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Schools needing support identified</li> <li>• Support programme in place</li> <li>• Dissemination working and evaluated as effective by 100% of schools involved</li> <li>• 100% of schools using parenting contracts as appropriate</li> <li>• 50% of schools will meet their targets in 2006, 75% in 2007 and 100% in 2008</li> <li>• All schools will achieve the median benchmark for similar schools by July 2008</li> </ul>
<b>2.3</b> Continue to ensure the local authority achieves its attendance targets	<ul style="list-style-type: none"> <li>• Maintain the attendance of the pupils who already have a good attendance record up to July 2009</li> <li>• Improve the attendance of the children who come from disadvantaged family backgrounds July 2006 to July 2009</li> <li>• Further streamline the legal work in improving school attendance by August 2008</li> <li>• Ensure targets for attendance are being reached ongoing to 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Mayor's Award for 100% attendance organised</li> <li>• 95% schools awarding certificates to pupils who have achieved good attendance records</li> <li>• 100% of schools are able to issue parenting contracts when appropriate</li> <li>• Review of prosecution policy and procedure complete and appropriate revisions made.</li> <li>• Primary pupils' attendance improves from 95.1% to 95.8%</li> <li>• Secondary pupils' attendance improves from 93.3% to 93.8%</li> <li>• Special school pupils' attendance will be 90% or better</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
<p><b>3.1a</b> Continue to raise standards in the Foundation Stage (so that the average score achieved by children in the Foundation stage Profile is raised)</p>	<ul style="list-style-type: none"> <li>Identify and disseminate effective practice in the Foundation Stage by July 2006</li> <li>Improve further the moderation of the Foundation Stage profile by July 2006</li> <li>Increase attainment in writing with particular focus on boys by 2007</li> <li>Improve overall attainment on the Foundation Stage profile by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>100% of all settings visited and good practice therein identified and disseminated</li> <li>100% of all settings will continue to participate annually in the moderation process</li> <li>% of boys scoring 6 or better for writing will increase from 47% to 53% by 2007</li> <li>% of all pupils scoring 6 or better for writing will increase from 60 to 65% by 2007</li> <li>% of pupils scoring 6 or more scale points across all areas of learning in the FSP will increase from 43% to 50% by 2008</li> <li>% of pupils scoring an average of 6 will increase from 76% to 81% by 2008</li> <li>By 2008 90% of school settings will achieve good outcomes for the Foundation Stage in Ofsted inspections and 95% of voluntary settings will be satisfactory or better</li> </ul>
<p><b>3.1b</b> Continue to raise standards in the Foundation Stage (so that outcomes of higher achieving and gifted and talented pupils are improved)</p>	<ul style="list-style-type: none"> <li>Develop policies for gifted and talented pupils by summer 2007</li> <li>Develop strategies to ensure pupils scoring 6 or 7 are identified and supported to move to next steps in learning by July 2007</li> <li>Increase the number of pupils scoring 8 and 9 on the FSP by 2008</li> </ul>	<ul style="list-style-type: none"> <li>100% of schools and 70% of settings have policies in place for gifted and talented pupils</li> <li>Project in place</li> <li>% of pupils scoring 8 or more scale points across all areas of learning in the FSP will increase from 6.8% to 9.8% by 2008</li> <li>% of pupils scoring an average of 8 will increase from 16% to 19.5% by 2008</li> <li>The number of pupils scoring 8 and 9 on the FSP will increase by July 2008</li> </ul>
<p><b>3.1c</b> Continue to raise standards in the Foundation Stage (so that all schools and settings are successful in Ofsted inspection)</p>	<ul style="list-style-type: none"> <li>Provide an integrated support programme to support settings preparing for Ofsted by December 2006</li> <li>Provide training to support robust self assessment and improve leadership and management by January 2007</li> </ul>	<ul style="list-style-type: none"> <li>90% of all settings will effectively use the RBK self review document</li> <li>95% of all settings will have effective quality assurance in place by 2007</li> <li>100% of schools and private and voluntary</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
		<p>settings will receive training</p> <ul style="list-style-type: none"> <li>• 95% of all training will be evaluated as good or excellent</li> <li>• 100% of schools will gain satisfactory or better outcomes in Ofsted inspections with 90% gaining good or better by 2008</li> <li>• 95% of private and voluntary settings will gain satisfactory or better outcomes in Ofsted inspections by 2008</li> </ul>
<p><b>3.2a</b> Continue to raise standards in the primary phase(so that the number of pupils achieving level 4 and above is raised)</p>	<ul style="list-style-type: none"> <li>• From 2006 continue to provide targeted intervention in identified schools and training as part of the National Strategies programme in Key Stage 2</li> <li>• Develop a study support plan for targeted groups of pupils by September 2006</li> <li>• Develop family learning programmes for identified pupils and parents in each cluster by 2007</li> <li>• Provide improved targeted support for underachieving groups of pupils through school cluster collaboration by July 2008</li> <li>• Ensure extended school facilities are in place to improve learning by summer 2008</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of pupils will make at least 1 sub level of progress per year by 2007</li> <li>• 90% of primary school SEFs will identify that learners progress is good or better by 2008</li> <li>• 80% of schools show improved consistency between Teacher Assessment and test level as indicated in FFT estimates / actuals</li> <li>• At least 2 parents per cluster will achieve level 2 qualifications, per year</li> <li>• 2 family learning programmes will take place in each cluster per term from 2007</li> </ul>
<p><b>3.2b</b> Continue to raise standards in the primary phase(so that the attainment of higher achieving and gifted and talented pupils is raised)</p>	<ul style="list-style-type: none"> <li>• Provides extra consultancy support for high achievers by September 2006 through the Local Area Agreement</li> <li>• Establish a cross cluster, London Challenge and specialist school G&amp;T package for all schools by December 2007</li> <li>• Provide additional support focussed upon L5+ work in core subjects in 15 schools by 2007</li> <li>• Provide ASTs support in 6 schools by 2007</li> <li>• Provide at least one G&amp;T/more able project per year in every school cluster by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• 10% schools will be involved in the London Challenge Pathways project by 2007</li> <li>• 100% FS 8/9 will achieve L3 at Key Stage 1 by 2008</li> <li>• 50% FS7 will achieve L2a at Key Stage 1 by 2008</li> <li>• 90% L3 at Key Stage 1 will achieve L5 at Key Stage 2 by 2008</li> <li>• 50% L2a at Key Stage 1 will achieve L5 at Key Stage 2 by 2008</li> <li>• L5+ LAA stretch targets will be met or exceeded by 2009</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
<b>3.2c</b> Continue to raise standards in the primary phase(so that all schools' curriculum are successful in OfSTED inspection)	<ul style="list-style-type: none"> <li>• Introduce a fuller programme for MFL across primary schools by September 2006</li> <li>• Ensure MFL in primary schools is supported by the specialist school programme in at least 3 secondary schools</li> <li>• Complete the register of good practice and ensure its use by December 2006</li> <li>• Ensure a more broad and balanced curriculum meeting the wider ECM agenda for children by July 2007</li> <li>• Introduce cross cluster moderation of foundation subjects by November 2008</li> <li>• Support schools to deliver 2 hours physical activity per week by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of primary schools will be at phase 2 of the national MFL strategy by 2007</li> <li>• Evaluations show that at least 80% of schools find best practice register useful as a tool for school improvement</li> <li>• 90% of schools deliver at least 2 hours of physical activity per week by 2008</li> <li>• There will be at least one cross-cluster moderation project in each cluster annually</li> </ul>
<b>3.2d</b> Continue to raise standards in the primary phase (so that differentials between core subjects are reduced to below 10% in all schools)	<ul style="list-style-type: none"> <li>• Target the work of Advanced Skills Teachers and consultants to model good practice and improve planning by November 2006</li> <li>• Improve subject knowledge across the core subjects by July 2008</li> <li>• Improve English and mathematics intervention by training teaching assistants by July 2009</li> <li>• Improve English and mathematics intervention through improvements in the use of wave 3 materials by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>• 40% of schools being supported by the work of ASTs by 2007</li> <li>• AT1 (as measured by teacher assessment) will improve in all core subjects by 2% by 2008</li> <li>• 90% of schools will be implementing a policy of dual objective lessons by 2008</li> <li>• 50% of teaching assistants will have level 2 qualifications in English and mathematics by 2008</li> <li>• 100% of primary schools will have Provision Mapping embedded in their work by 2008</li> </ul>
<b>3.3a</b> Continue to raise standards in Key Stage 3 (by raising levels of attainment at level 5 and above)	<ul style="list-style-type: none"> <li>• Ensure all schools remain above floor targets – ongoing from September 2006</li> <li>• Promote opportunities for sharing expertise/benchmarking with similar schools in other Local Authorities by September 2007</li> <li>• Maintain or improve conversion rates from L3 at Key stage 2 to Level 5 and above at Key stage 3 by July 2008</li> <li>• Ensure pupil progress is managed and tracked so that targets are met or exceeded for all pupils</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools and departments will remain above floor targets for core subjects between 2006 and 2010</li> <li>• Eight subject departments (at least two from each core subject) will have a link with a similar school in another Local Authority by 2007</li> <li>• The English conversion rate will improve from 37% to 42% by 2008 (ranked 72 nationally in 2005)</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
	<ul style="list-style-type: none"> <li>• Ensure 100% of non selective schools use PAT to strengthen provision by 2007</li> <li>• Strengthen provision for under-performing pupils form April 2006 – July 2009</li> </ul>	<ul style="list-style-type: none"> <li>• The Mathematics conversion rate will be maintained at 45% or improved from 2006 (ranked 3rd nationally in 2005)</li> <li>• The Science conversion rate will be maintained at 25% or improved from 2006 (ranked 2nd nationally in 2005)</li> </ul>
<b>3.3b</b> Continue to raise standards in Key Stage 3 (by raising attainment for higher achieving and gifted and talented pupils)	<ul style="list-style-type: none"> <li>• Ensure the Framework is adopted by all schools within one year of publication by the National strategy</li> <li>• Continue to provide training and targeted work with consultants</li> <li>• Promote the framework for personal thinking and learning skills into the curriculum by September 2008</li> <li>• Continue to focus on teaching and learning and successful transition into KS4 with improved conversion rates from Level 5+ at Key Stage 3 to C+ at GCSE by July 2008</li> <li>• Increase the numbers of pupils attaining level 6+ in core subjects by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>• The English conversion rate will improve from 70% to 72% by 2008 (ranked 13 nationally 2005)</li> <li>• The Mathematics conversion rate will improve from 25% to 31% by 2008 (ranked 61 nationally 2005)</li> <li>• The LAA stretch targets will be achieved</li> <li>• The numbers attaining level 6+ in English will improve from 51% to 54% by 2008 (ranked 4 nationally 2005)</li> <li>• The numbers attaining level 6+ in Maths will improve from 67% to 68% by 2008 (ranked 2 nationally 2005)</li> <li>• The numbers attaining level 6+ in Science will improve from 54% to 57% by 2008 (ranked 3 nationally 2005)</li> <li>• The numbers attaining level 6+ in ICT will improve from 30% to 38% by 2008 (ranked 28 nationally 2005)</li> </ul>
<b>3.3c</b> Continue to raise standards in Key Stage 3 (by ensuring improved quality of Learning and Teaching, and leadership and management as observed in Ofsted inspections)	<ul style="list-style-type: none"> <li>• Continue to improve the quality of teaching and learning in Key Stage 3 from July 2006 to July 2009 by providing targeted consultant support to schools, training and dissemination of best practice</li> <li>• Promote the use of robust whole school/subject level self-review processes to measure quality and impact on provision and pupil progress by September 2007</li> <li>• Continue to implement whole school priority work by</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools will be involved in the assessment for learning strand of the strategy by 2007</li> <li>• 20 foundation subjects departments will be trained in assessment for learning by 2007</li> <li>• At least 95% of teaching in the Key Stage will be judged satisfactory, and at least 50% judged good or better in Ofsted inspections by 2007</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
	September 2007	<ul style="list-style-type: none"> <li>• 95% of training provided through the strategy will be evaluated as good or better</li> <li>• 100% of core subjects will have effective self review and will make an appropriate contribution to the school self evaluation process</li> <li>• At least 95% of subject co-ordinator training will be evaluated useful in promoting whole school approaches to teaching and learning</li> </ul>
<b>3.4a</b> Continue to raise standards in Key Stage 4 (by raising levels of achievement at Level 1)	<ul style="list-style-type: none"> <li>• Ensure all schools remain above floor targets – ongoing from September 2006</li> <li>• Strengthen the provision for under-performing pupils from April 2006</li> <li>• Improve rates of achievement so that more pupils attain qualifications at Level 1 (5 A* -G or equivalents agreed by QCA) from July 2006</li> <li>• Improve rates of achievement so that more pupils attain at least 1 accredited course from July 2006</li> <li>• Ensure pupil progress is managed and tracked so that targets are met or exceeded for all pupils</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools and departments will remain above national floor targets from 2006 to 2010</li> <li>• 100% of non selective schools will be using PAT to strengthen provision from 2007</li> <li>• % of pupils gaining 5A* - G will increase from 92% (2005) to 94% by 2008</li> <li>• Differential between boys and girls' attainment for this measure will reduce from 10% (2005) to 6.5% by 2008</li> <li>• % of pupils gaining 5A* - G including English and mathematics will improve from 90.5% (2005) to 92.5% in 2008</li> <li>• The differential between boys and girls' attainment for this measure will reduce from 6.9% (2005) to 5% by 2008</li> <li>• % of pupils gaining 1A* - G will improve from 97.9% (2005) to 98.5% by 2008</li> </ul>
<b>3.4b</b> Continue to raise the standards in Key Stage 4 (by raising standards for more able pupils and those at Level 2)	<ul style="list-style-type: none"> <li>• Promote the framework for personal thinking and learning skills into the curriculum by September 2008</li> <li>• Ensure the framework is adopted by all schools within one year of publication by the National Strategy</li> <li>• Improve the rates of achievement so that more pupils attain qualifications at Level 2 (5 A* - C) or equivalents agreed by QCA from July 2006</li> </ul>	<ul style="list-style-type: none"> <li>• The % of pupils gaining 5 A* - C grades will improve from 66.8% (2005) to 72% by 2010</li> <li>• The differential between boys' and girls' attainment for this measure will reduce from 15.9% (2005) to 8.5%</li> <li>• The % of pupils gaining 5 A* - C including English and mathematics will increase from 59.1% (2005) to 61% by 2009</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
		<ul style="list-style-type: none"> <li>• The differential between boys' and girls' attainment for this measure will reduce from 13.2% (2005) to 8.5% by 2009</li> <li>• The LAA stretch targets will be achieved by 2009</li> </ul>
<p><b>3.4c</b> Continue to raise standards in Key Stage 4 (by ensuring improved quality of Learning and Teaching, and leadership and management as observed in Ofsted inspections)</p>	<ul style="list-style-type: none"> <li>• Continue to improve the quality of teaching and learning in Key Stage 3 from July 2006 to July 2009 by providing targeted consultant support to schools, training and dissemination of best practice</li> <li>• Promote the use of robust whole school/subject level self-review processes are in place to measure quality and impact on provision and pupil progress by September 2007</li> <li>• Continue to implement whole school priority work by September 2007</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools will be involved in the assessment for learning strand of the strategy</li> <li>• 20 foundation subjects departments will be trained in assessment for learning</li> <li>• At least 95% of teaching in the Key Stage will be judged satisfactory, and at least 50% judged good or better in Ofsted inspections</li> <li>• 95% of training provided through the strategy evaluated as good or better</li> <li>• At least 90% of 14- 19 coordinators will regularly attend meetings</li> <li>• 100% of core subjects will have effective self review and will make an appropriate contribution to the school self evaluation process</li> <li>• At least 95% of subject co-ordinator training will be evaluated as useful in promoting whole school approaches to teaching and learning</li> </ul>
<p><b>3.5</b> Ensure improvement for under-achieving BME groups</p>	<ul style="list-style-type: none"> <li>• Improve schools' ability to identify and support under-achieving black and minority ethnic groups by September 2006 to December 2007</li> <li>• Improve the system for identification and monitoring of racist incidents to ensure a supportive learning environment for BME pupils by January 2007</li> <li>• Provide training to enable schools to follow up on incidents more effectively from 2006</li> <li>• Implement the system of assessing children's acquisition of English based on QCA Steps by January 2007</li> <li>• Disseminate best practice in improving achievement for BME groups by July 2007</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of schools will access and use data to identify under-achieving groups and deploy resources from 2006</li> <li>• 100% SEFs will include at least satisfactory self evaluation of work with BME groups</li> <li>• 100% of schools will have moved from logging racist issues to logging harassment by 2007</li> <li>• 100% of schools will use the QCA English extended scale as appropriate</li> <li>• 100% of schools will use provision mapping for BME provision</li> <li>• BME achievement will be at least in line with their</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
		peers nationally by 2010
<b>3.6</b> Extend schools' use of performance data as a tool for self evaluation and improvement in standards	<ul style="list-style-type: none"> <li>Ensure the sharing of good practice through the establishment of Headteacher, subject leader and school strategy manager networks by December 2007</li> <li>Provide training and support for pupils in under performing groups with follow up support on specific identified needs by July 2008</li> <li>Target support from consultants, modelling by Leading Teachers and Advanced Skills Teachers to improve use of data at classroom level by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>100% of schools will be in at least one network to share good practice around the use of data</li> <li>100% of schools will be able to access training</li> <li>Training will be evaluated at least 90% effective in improving standards</li> <li>There will be year on year improvement in the quality of teaching and learning identified in Ofsted inspections and in school self review</li> <li>There will be year on year improvement in standards of attainment in line with agreed attainment targets in this Plan</li> </ul>
<b>3.7</b> Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils	<ul style="list-style-type: none"> <li>Develop and implement a Quality Assurance Framework for alternative education provision by September 2007</li> <li>Ensure all alternative education provision has accredited outcomes by July 2007</li> <li>Support providers to develop accreditation schemes for all alternative programmes used by Kingston pupils who would not normally access the national qualifications framework by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>All current providers and newly commissioned alternative education provision will meet the Local Authority Quality Assurance Framework</li> <li>90% of pupils who complete attendance at alternative education provision will obtain accredited qualifications by 2008</li> <li>95% of pupils who complete attendance at alternative education provision will obtain accredited qualifications by 2010</li> </ul>
<b>3.8</b> Reduce fixed term exclusions	<ul style="list-style-type: none"> <li>Agree a strategy with schools to achieve a reduction in fixed term exclusions by July 2006</li> <li>Monitor and review the fixed term exclusion data termly and revise the strategy as necessary to achieve the targets on an annual basis from 2006 to 2009</li> </ul>	<ul style="list-style-type: none"> <li>Strategy agreed with all schools</li> <li>Days lost to education reduced by 10% year on year using the 05/06 academic year as a baseline</li> </ul>
<b>4.1</b> Continue to improve the achievement, progress and attendance of looked after children	<ul style="list-style-type: none"> <li>Establish a shared data base with the school improvement service to provide accurate measures of attainment and potential achievement for all looked after children by September 2006</li> <li>Ensure there is continued regular monitoring of progress of LAC and targeted intervention to support individual pupils in and out of school</li> </ul>	<ul style="list-style-type: none"> <li>Data base in place</li> <li>There will be improved educational attainment year on year measured by average point score for pupils</li> <li>There will be improved results year on year, avoiding exclusions and reducing the numbers of children missing school for any reason each year</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
	<ul style="list-style-type: none"> <li>• Improve the range and quality of educational support arrangements and the provision available within schools for individual young people in line with their PEPs and Pathway plans</li> <li>• Improve the quality of Personal Education Plans</li> <li>• Ensure more detailed knowledge of individual learning needs is available and disseminated</li> <li>• Ensure there continue to be designated teachers in all schools from 2006</li> <li>• Ensure all looked after children's achievement is recorded and individual learning targets are agreed to boost levels of attainment from 2006</li> <li>• 100% of foster carers trained to support learning</li> <li>• Improve the co-ordination of the support provided to looked after children by July 2007</li> <li>• Improve the learning support and advice for carers by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• All looked after children aged 3 plus will have access to a computer where they live</li> <li>• By 2010 at least 25% of LAC will achieve 5 or more grades A*-C at GCSE</li> <li>• By 2010 at least 70% of LAC will achieve 1 or more grades A*-G at GCSE</li> </ul>
<b>4.2</b> Continue to improve the achievement and progress of disabled children and pupils with SEN	<ul style="list-style-type: none"> <li>• Promote early intervention and effective inclusive practice for children and young people with SEN from April 2006</li> <li>• Ensure the Local Authority termly benchmarking data incorporates BME and LAC data</li> <li>• Ensure London wide SEN assessment criteria are used as the framework for identification and intervention from 2006</li> <li>• Ensure 10 Pre-schools and schools are engaged in training to support children with autism by 2007</li> <li>• Set up new provision in mainstream settings to support a range of needs for pupils as set out in the Local Authority's SEN Strategy by 2008</li> <li>• Ensure 4 units providing SEN support in 4 mainstream settings and a further 3 settings providing enhanced teaching arrangements are operational by September 2006</li> </ul>	<ul style="list-style-type: none"> <li>• There will be an overall reduction of 2% in the number of requests for statutory assessment year on year from 2006</li> <li>• The quality of SEN provision will be judged by Ofsted as at least satisfactory for 100% of schools and as good or better for at least 65% of schools by 2007</li> <li>• Pupils with SEN and those with a disability make at least the expected progress benchmarked against similar pupils with similar needs</li> <li>• 100% of schools will have systematic approaches for the use of data and other qualitative measures on raising achievement for SEN pupils</li> <li>• A coherent CPD programme will be in place, well attended and evaluated positively</li> <li>• There will be systems in place to allow children</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
	<ul style="list-style-type: none"> <li>• Provide a further 2 SEN units in 2 mainstream settings and a further setting providing enhanced teaching arrangements from September 2007</li> <li>• Provide 3 further SEN units in 3 mainstream settings from September 2008</li> <li>• Continue to support schools in developing effective inclusion for pupils with SEN</li> <li>• Extend and promote the involvement of children and young people in the planning and decision making process</li> </ul>	<p>and young people's views to be collected and fed into the decision making process</p> <ul style="list-style-type: none"> <li>• All SEF and SEN documentation will incorporate and respond to student feedback on provision</li> <li>• Annual Review documentation will record pupils' views on provision</li> <li>• 81% of pupils who begin KS2 at level 1 in English will achieve level 3 by age 11</li> <li>• 84% of pupils who begin KS2 at level 1 in Maths will achieve level 3 by age 11</li> <li>• 52% of pupils who begin KS3 at level 2 in English will achieve level 4 by age 14</li> <li>• 27% of pupils who begin KS3 at level 2 in Maths will achieve level 4 by age 14</li> </ul>
<b>4.3</b> Continue to improve the number of supervised juveniles in Education, Employment or Training	<ul style="list-style-type: none"> <li>• Set up a YOT EET sub group from the 14-19 Strategy Group to review practice, identify challenges and agree solutions from April 2006</li> <li>• Recruit a group of employers or training organisations who will provide supervised work experience placements for hard to place young people by September 2006</li> <li>• Establish a targeted mentoring scheme as part of new preventive strategy to provide personalised support to young people seeking work or access to training by October 2006</li> <li>• Make available a local handbook of best practice for the YOT and all partner agencies by 2007</li> <li>• Set up systems to enable young people to gain work related life skills through the use of a variety of workbooks leading to accreditation from July 2006 to July 2009</li> </ul>	<ul style="list-style-type: none"> <li>• At least 90% of supervised juveniles will be in EET by 2008, and 92% by 2010</li> <li>• Work experience placements will be available for all supervised young people who may require one at any time</li> <li>• There will be improved levels of retention in work or on training courses</li> <li>• There will be fewer exclusions from school/college against 2005/6 baseline</li> <li>• All supervised young people will achieve an accredited learning outcome by 2007</li> </ul>
<b>4.4</b> Improve the percentage of SEN statements completed within 18 weeks	<ul style="list-style-type: none"> <li>• Increase the proportion of advice written within the allowed time incrementally to March 2009</li> <li>• Ensure rigorous decision making in consideration of</li> </ul>	<ul style="list-style-type: none"> <li>• Performance targets: 75% statements completed within 18 weeks for 2006/07, 78% in 2007/08, and 80.00% by 2008//09</li> </ul>

<b>ENJOY AND ACHIEVE</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance indicators</b>
where medical advice is required	<p>referrals reduces assessments by July 2007</p> <ul style="list-style-type: none"> <li>• Increase the range and volume of pupils who can be supported at SA+ (without a Statement of SEN) in mainstream schools by July 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Increased and sustained awareness of higher thresholds leads to a reduction of 4% in the number of statutory assessments by 2008</li> <li>• Registers are sustained at less than 13%</li> </ul>
<b>5.1</b> Implement the play strategy to increase provision of safe play areas for children	<ul style="list-style-type: none"> <li>• Identify a long term partner to manage parks and play facilities through Council's contract standing orders with agreed benchmarks reviewed against national standards for play by September 2006</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hours per 1,000 population of appropriate supervision of play areas in parks with a baseline of 40 in 2005 rising to 100 by 2009</li> </ul>
<b>5.2</b> Improve access to leisure provision for all children and young people ensuring all children and young people can take part in at least two hours of physical activity per week	<ul style="list-style-type: none"> <li>• Further develop the Schools Sports Partnership, curricular PE and out of school activity by April 2007</li> <li>• Establish an additional 'Adventure Playground' in the Borough by April 2007</li> <li>• Build additional school sports facilities at Tolworth and Chessington through the new opportunities fund programme by April 2007</li> <li>• Increase participation in out of school sports activity through the Borough's leisure partnership activities by April 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• All pupils access at least 2 hours of physical activity per week by 2008</li> <li>• Adventure playground will be built and available by 2007</li> <li>• New facilities built and available by 2007</li> <li>• At least an additional 1750 young people aged 11-17 involved in sports activity outside school</li> </ul>
<b>5.3</b> Increase the number of children and young people who voluntarily participate in arts activities	<ul style="list-style-type: none"> <li>• Work with Kingston Theatre Trust to help deliver its education and outreach programme to young people, especially to "hard to reach" groups from April 2006 – September 2009</li> <li>• Improve participation of young people in arts activity outside school by July 2008</li> <li>• Encourage key voluntary sector organisations to deliver more youth arts activities of a high quality and to prioritise funding in the grants scheme by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Rose of Kingston will be fully operational and running education and outreach programmes in line with Kingston Theatre Trust's Operational Plan</li> <li>• At least 1750 young people age 11-17 will be involved in arts activity outside school in September 2006 rising to 2000 in 2008</li> <li>• Successful major funding applications to bodies such as Arts Council England and the Big Lottery will result in improved arts facilities and activities for young people by 2008.</li> </ul>

## Making a Positive Contribution

Priorities	Objectives
<p><b>MPC1</b>  <b>To ensure children and young people engage in decision making, support the community and contribute to the development of services</b></p>	<p>1.1 Develop a Participation Strategy to improve children's, young people's, parents' and carers' involvement in decision making            1.2 Continue to improve the percentage of LAC who contribute their views to statutory reviews and who feel that placements provide stability            1.3 Increase the number of disabled children who feel that their views are taken account of in service developments</p>
<p><b>MPC2</b>  <b>To ensure children and young people develop positive behaviour and are law abiding</b></p>	<p>2.1 Reduce the number of initial registration inspections of childcare with actions for partnership with parents, behaviour and equal opportunities            2.2 Continue to reduce the number of first time offenders in the youth justice system and reduce re-offending            2.3 Reduce the number of looked after children who receive final warnings and convictions            2.4 Continue to improve the range of positive activities for young people, and their participation, through integrated Youth Support Services</p>
<p><b>MPC3</b>  <b>To support children and young people to manage change and challenges successfully</b></p>	<p>3.1 Increase the number of vulnerable children who make a successful transition from primary to secondary school            3.2 Increase the number of disabled children who can access out of school and leisure activities            3.3 Continue to provide advice and guidance, through generalist and specialist services, so that more young people aged 14-19 make a successful transition to employment, training or continuing education</p>

<b>MAKING A POSITIVE CONTRIBUTION</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.1</b> Develop a Participation Strategy to improve children's, young people's, schools', parents' and carers' involvement in decision making	<ul style="list-style-type: none"> <li>• Develop an annual action plan from 2006 with clear targets to implement the agreed participation strategy</li> <li>• Ensure children, young people, parents and carers have increased opportunities to influence service delivery from 2006</li> <li>• Establish procedures to receive feedback from children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 at least 11 key issues identified by children and young people will have influenced service developments and delivery</li> </ul>
<b>1.2</b> Continue to improve the percentage of LAC who contribute their views to statutory reviews and who feel that placements provide stability	<ul style="list-style-type: none"> <li>• Ensure all LAC have the opportunity to contribute their views at annual reviews, through advocacy and other means if necessary from April 2006</li> <li>• Train social workers and carers in supporting young people to express their views</li> <li>• Ensure the LAC forum is consulted on all aspects of policy and practice annually from 2006</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 at least 95% of looked after children will contribute to their reviews</li> <li>• At least 75% of looked after children will express satisfaction with review arrangements</li> </ul>
<b>1.3</b> Increase the number of disabled children who feel that their views are taken account of in service developments	<ul style="list-style-type: none"> <li>• Ensure all disabled looked after children have support and appropriate formats to express their views as part of the annual review from April 2006</li> <li>• Consult disabled children and young people regularly about their care, leisure opportunities and holiday schemes and act on their preferences</li> <li>• Ensure services provided as part of the extended schools programme are accessible by disabled children and young people and have been developed in response to their views</li> </ul>	<ul style="list-style-type: none"> <li>• All disabled looked after children will be provided with an accessible format and appropriate support to express their views at annual review</li> <li>• Evidence of disabled children influencing service decisions, policy and practice as a result of consultation</li> </ul>
<b>2.1</b> Reduce the number of initial registration inspections of childcare with actions for partnership with parents, behaviour and equal opportunities	<ul style="list-style-type: none"> <li>• Target support to identified settings to ensure policies and documentation will meet Ofsted standards on initial registration</li> <li>• Provide advice, training and support to develop effective partnership with parents</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 at least 70% of settings will meet Ofsted standards for initial registration</li> <li>• By 2010 90% of settings will meet the standards for partnership with parents, behaviour and equal opportunities</li> </ul>

<b>MAKING A POSITIVE CONTRIBUTION</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>2.2</b> Continue to reduce the number of first time offenders in the youth justice system and reduce re-offending	<ul style="list-style-type: none"> <li>• Increase the capacity of the YISP to target intervention to young people by April 2006</li> <li>• Develop strategies to tackle anti-social behaviour in neighbourhoods by October 2006</li> <li>• Engage persistent offenders and those on the margins of crime in positive activities</li> <li>• Ensure young offenders are participating in education, employment or training</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a 2% year on year reduction in the numbers of new entrants to the youth justice system</li> <li>• By 2010 there will be fewer than 126 first time young offenders compared to 141 in 2006</li> </ul>
<b>2.3</b> Reduce the number of looked after children who receive final warnings and convictions	<ul style="list-style-type: none"> <li>• Provide training to foster carers and residential care providers in managing challenging behaviour from January 2007</li> <li>• Involve looked after children in a range of activities to develop civic responsibility from 2006 onwards</li> <li>• Ensure social workers consider crime prevention and risk of offending when making placements from April 2006</li> <li>• Target work to individual looked after children to address issues related to the risk of offending</li> <li>• Ensure more effective communication and information sharing between the statutory and voluntary services to provide a more coordinated range of activities for young people at risk of offending by April 2007</li> </ul>	<ul style="list-style-type: none"> <li>• By 2006 and each year to 2010 there will be no more than one looked after child aged 10 or over who receives a final warning or conviction</li> </ul>
<b>2.4</b> Continue to improve the range of positive activities for young people, and their participation, through integrated Youth Support Services	<ul style="list-style-type: none"> <li>• Develop new service level agreements with the voluntary sector to improve the range of activities for young people in 2006</li> <li>• Consult young people on the services available and respond to their views and needs through new service developments</li> <li>• Integrate and coordinate all Local Authority services for young people through the Youth Support Services by 2007</li> <li>• Develop improved information services for young people with increased access points around the borough by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a 5% year on year increase in the number of young people engaging in positive activities between 2006 and 2008</li> <li>• Service level agreements with the voluntary sector will provide evidence of increased provision</li> <li>• Through surveys and other kinds of feedback 90% of young people will express satisfaction with the activities provided and feel their needs are being met</li> </ul>

<b>MAKING A POSITIVE CONTRIBUTION</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>3.1</b> Increase the number of vulnerable children who make a successful transition from primary to secondary school</p>	<ul style="list-style-type: none"> <li>• Increase the number of pupils supported through the Transition Project from 2006 onwards</li> <li>• Provide materials and training to ensure staff can support identified pupils during transition, especially during the autumn term 2006 and annually</li> <li>• Ensure fewer targeted vulnerable pupils are excluded following transition to secondary school in 2006, 2007 onwards</li> <li>• Ensure pupil records and transition information are well used to support pupils' progress in Years 7 and 8 so that there are good conversion rates in their attainment levels from key Stage 2 to Key Stage 3</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of pupils supported through transition with no fixed term exclusions will increase from 82% to 90% by 2008</li> <li>• The pupils supported will make satisfactory progress, evidenced by their conversion rates at the end of Key Stage 3 in 2009 and 2010</li> <li>• Monitoring of pupils' progress annually will indicate satisfactory rates of progress in Years 7, 8 and 9</li> </ul>
<p><b>3.2</b> Increase the number of disabled children who can access out of school and leisure activities</p>	<ul style="list-style-type: none"> <li>• Increase the range and choice of specialist and community activities for disabled children and young people from 2006</li> <li>• Develop the role of the Specialist Inclusion Coordinator post by April 2006 to increase access and inclusion</li> <li>• Ensure the new Council leisure contract provides greater access and participation by disabled children and young people in Leisure Centres from 2006</li> <li>• Establish the baseline for involvement in activities by disabled children in 2006</li> <li>• Measure participation in leisure and recreation activities using the Sport England National Benchmarking Service from 2006 onwards</li> <li>• Improve access to and uptake of swimming lessons for all age groups from 2006 onwards</li> <li>• Provide improved holiday programmes for disabled children from summer 2006</li> <li>• Improve the range of information about leisure activities by 2007</li> <li>• Ensure extended school provision is fully accessible to disabled children by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• The number of disabled children who can access and use out of school and holiday activities will increase by 10% a year from 2006 to 2010</li> <li>• The number of disabled children and young people who access activities in leisure centres, including swimming, will increase year on year</li> </ul>

<b>MAKING A POSITIVE CONTRIBUTION</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>3.3</b> Continue to provide advice and guidance, through generalist and specialist services, so that more young people aged 14-19 make a successful transition to employment, training or continuing education</p>	<ul style="list-style-type: none"> <li>• Continue to identify and support young people in the NEET group (not in education, employment or training) from 2006</li> <li>• Improve 14-19 database and information sharing across all agencies about vulnerable young people at risk of falling out of education by 2007</li> <li>• Track and follow up NEET clients monthly and provide opportunities for local employment, training and continuing education</li> <li>• Ensure NEET figures continue to reduce and remain the lowest in South London from 2006 to 2010</li> <li>• Ensure there is a successful transition from Connexions South London to local RBK provision by 2008</li> <li>• Ensure 14-19 year olds continue to receive good quality independent advice and guidance through Personal Advisers beyond 2008</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of 16-18 year olds not in education, employment or training will reduce to 3.2% or lower by 2008</li> <li>• 3.2% NEET will be maintained to 2010</li> <li>• Revised Connexions arrangements will be in place by 2008 including new contractual arrangements for independent advice and guidance for young people.</li> </ul>

## Achieving Economic Well Being

Priorities	Objectives
<b>AEW1</b> <b>To continue to increase the number of young people in further education, employment and training</b>	a) Expand the provision and flexibility of 14-19 education and training b) Increase vocational provision and the involvement of local employers in supporting training opportunities and curriculum delivery c) Continue to improve the achievement of level 2 qualifications post 16 so that more 19 year olds are qualified to this level d) Increase the proportion of 19 year olds with 5 GCSE A*-C passes including English and Mathematics e) Further reduce the number of 16-18 year olds not in education, employment or training f) Continue to develop the accredited programmes achieved by young people g) Implement the September Guarantee so that all 16 year olds have a definite offer of further education, employment or training h) Continue to provide summer and other intervention programmes which ensure vulnerable 16 year olds have an appropriate destination i) Improve the quality and consistency of school sixth forms
<b>AEW2</b> <b>To ensure looked after children and other specific groups achieve economic well being</b>	2.1 Increase the number of looked after children in further education, employment and training 2.2 Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully into education, employment or training 2.3 Increase the proportion of 16-19 year olds with learning difficulties and/or disabilities into education employment or training 2.4 Increase the uptake of direct payments by families with disabled children 2.5 Improve the availability of affordable childcare for families with young children 2.6 Improve the availability of childcare for disabled children and their families 2.7 Continue to support more disabled children and those with learning difficulties to engage in work experience
<b>AEW3</b> <b>To ensure children live in decent homes free from low income</b>	3.1 Support parents and carers eligible for child tax credit to claim it 3.2 Reduce the number of children that live in homes which do not meet decency standards

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.1</b> Expand the provision and flexibility of 14-19 education and training	<ul style="list-style-type: none"> <li>• Ensure provision at Key Stage 4 and post 16 meets students' needs, especially for level 1 and level 2 qualifications from 2006</li> <li>• Develop more collaborative arrangements which improve the 14-19 offer in the south of the borough by 2007</li> <li>• Continue to monitor the continuity between KS4 and post 16 in schools and colleges</li> </ul>	<ul style="list-style-type: none"> <li>• The number of level 2 qualifications will increase by 15% from the 2005 baseline of 94</li> <li>• By 2008 there will be 15 level 1 courses, 65 level 2 courses and 60 level 3 courses</li> <li>• By 2008, at least 88% of the 16-91 population will be in post 16 education</li> <li>• Results, recruitment rates and student surveys will provide evidence of the appropriateness of the curriculum offer</li> <li>• The Pan London curriculum offer will be met by July 2008</li> </ul>
<b>1.2</b> Increase vocational provision and the involvement of local employers in supporting training opportunities and curriculum delivery	<ul style="list-style-type: none"> <li>• Ensure the provision locally delivers 14 Lines of Learning for the 14-19 Diplomas by 2008</li> <li>• Develop effective links between course providers and employers from 2006</li> <li>• Develop business mentors for all staff delivering vocational courses</li> <li>• Ensure schools and colleges make full use of LSDA funding for placements and training by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers and trainers in all schools offering vocational courses will be linked with business mentors</li> <li>• From 2006 there will be a 3% year on year increase in business mentors</li> <li>• Schools and colleges will have specific business links for the delivery of vocational courses</li> <li>• The 14-19 Diplomas will be available and in use by 2008</li> <li>• The value added achieved in vocational courses by 2008 will be at least in line with prior attainment at all levels</li> <li>• The Pan London curriculum offer will be met by July 2008</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>1.3</b> Continue to improve the achievement of level 2 qualifications post 16 so that more 19 year olds are qualified to this level</p>	<ul style="list-style-type: none"> <li>• Increase the number of available level 2 qualifications from 2006</li> <li>• Improve standards of achievement at level 2 for post 16 students by 2008</li> <li>• Track students' progress and ensure data informs planning and provision for level 2 qualifications from 2008</li> <li>• Provide work experience for all students on level 2 qualifications from 2006</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a 15% improvement in accreditation at level 2 post 16 by September 2008</li> <li>• The number of level 2 qualifications will increase to 70 by 2009 compared to a baseline of 50 in 2005</li> <li>• All students on vocational courses will receive at least 20 days high quality work experience</li> <li>• The value added achieved in level 2 vocational courses by 2008 will be at least in line with prior attainment for all students, with a rising trend</li> </ul>
<p><b>1.4</b> Increase the proportion of 19 year olds with 5 GCSE A*-C passes including English and Mathematics</p>	<ul style="list-style-type: none"> <li>• Improve attainment in English and Mathematics during 14-19 years by ensuring there is improved prior attainment at the end of Key Stage 3 from 2006</li> <li>• Ensure targeted support is available for identified pupils during Key Stage 4 from 2006</li> <li>• Support attainment post 16 by ensuring appropriate course provision is available for all students who need it by 2007</li> <li>• Improve the quality of teaching in English and Mathematics in the 14-19 phase</li> </ul>	<ul style="list-style-type: none"> <li>• 65% of students will achieve an A*-C grade in GCSE Mathematics or equivalent by 2008</li> <li>• 75% of students will achieve an A*-C grade in GCSE English or equivalent by 2008</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<p><b>1.5</b> Further reduce the number of 16-18 year olds not in education, employment or training</p>	<ul style="list-style-type: none"> <li>• Continue to identify and support young people in the NEET group (not in education, employment or training) from 2006</li> <li>• Improve 14-19 database and information sharing across all agencies about vulnerable young people at risk of falling out of education by 2007</li> <li>• Track and follow up NEET clients monthly and provide opportunities for local employment, training and continuing education</li> <li>• Ensure NEET figures continue to reduce and remain the lowest in South London from 2006 to 2010</li> <li>• Ensure there is a successful transition from Connexions South London to local RBK provision by 2008</li> <li>• Ensure 14-19 year olds continue to receive good quality independent advice and guidance through Personal Advisers beyond 2008</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of 16-18 year olds not in education, employment or training will reduce to 3.5% or lower by 2008</li> <li>• 3.5% NEET will be maintained to 2010</li> <li>• Revised Connexions arrangements will be in place by 2008 including new contractual arrangements for independent advice and guidance for young people</li> </ul>
<p><b>1.6</b> Continue to develop the accredited programmes achieved by young people</p>	<ul style="list-style-type: none"> <li>• Develop a range of accredited programmes in youth centres and appropriate venues across the borough from 2006 onwards</li> <li>• Increase the number of young people participating in accredited programmes</li> <li>• Ensure there is a wider range of alternative courses available for all 14-16 year olds, with progression routes to post 16, coordinated across schools, other providers and the youth service from 2007</li> </ul>	<ul style="list-style-type: none"> <li>• At least 35% of participants in youth services will have accredited outcomes by 2010</li> </ul>
<p><b>1.7</b> Implement the September Guarantee so that all 16 year olds have a definite offer of further education, employment or training</p>	<ul style="list-style-type: none"> <li>• Implement the Pan London September Guarantee programme from September 2006</li> <li>• Ensure an annual survey of intended destinations for Year 11 students in RBK schools</li> <li>• Identify and target support to students without an agreed destination</li> <li>• Identify alternative provision for students unable to access existing provision</li> </ul>	<ul style="list-style-type: none"> <li>• Every Year 11 leaver in RBK schools will have an offer of a place in employment, education or training from September 2006</li> <li>• Records will provide evidence of alternative offers made to those unable to access an agreed destination</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>1.8</b> Continue to provide summer and other intervention programmes which ensure vulnerable 16 year olds have an appropriate destination	<ul style="list-style-type: none"> <li>• Identify all vulnerable 16 year olds and ensure they are supported through summer programmes and other kinds of intervention to make a successful transition to post 16 education, employment or training</li> <li>• Deliver a Positive Activities programme for young people</li> <li>• Ensure Connexions Personal Advisers fully support identified young people to attend programmes and during their transition</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 at least 70 vulnerable 16 year olds will be supported through Positive Activities, other summer programmes and targeted support</li> <li>• Through monitoring and tracking, the number of young people who are supported and who make a successful transition will increase year on year between 2006 and 2010</li> </ul>
<b>1.9</b> Improve the quality and consistency of school sixth forms	<ul style="list-style-type: none"> <li>• Review sixth form provision with individual schools during 2006 and evaluate their effectiveness and viability</li> <li>• Network areas of strength to support collaboration and improvements in the post 16 offer</li> <li>• Identify areas of weakness and take corrective action by 2007</li> <li>• Confirm existing collaboration and develop new collaboration to improve the consistency of the provision</li> <li>• Develop new 14-19 collaborative arrangements in the south of the borough</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008 no sixth form will be smaller than 170</li> <li>• All schools will perform in line with or better than the expected levels of value added post 16</li> <li>• Numbers in sixth forms will increase by 10% from the 2005 baseline</li> </ul>
<b>2.1</b> Increase the number of looked after children in further education, employment and training	<ul style="list-style-type: none"> <li>• Ensure all looked after young people aged 16 have the skills to enter employment, continuing education or training from 2006</li> <li>• Develop appropriate Personal Education and Pathway plans that address the needs of individual young people from September 2006</li> <li>• Ensure every care leaver aged 16 plus has access to a mentor by September 2006</li> <li>• Develop a scheme by 2007 to ensure looked after children and care leavers are supported to access suitable work placements and are supervised appropriately, especially those with complex needs</li> <li>• Provide additional work experience placements within the Authority</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of care leavers will be in education, employment or training by 2010</li> <li>• All care leavers aged 16 will have access to a mentor</li> <li>• All looked after young people and care leavers will have a clear destination agreed by the time they finish Year 11</li> <li>• By 2007, 50% of all looked after young people and care leavers who require a work placement will be provided with one in the local authority</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>2.2</b> Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully into education, employment or training	<ul style="list-style-type: none"> <li>• Map current provision and participation by BME groups across schools, employers, colleges and local voluntary and community groups in 2006</li> <li>• Target advice and support to identified individuals and groups in Years 10 and 11</li> <li>• Ensure all BME pupils have a clear destination post 16 as part of the September guarantee from 2006</li> <li>• Develop mentoring schemes and other intervention strategies where there are low participation rates by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• 91% of BME groups will participate in continuing education post 16, employment or training by 2008</li> <li>• There will be improved GSCE results for BME groups between 2006 and 2010</li> </ul>
<b>2.3</b> Increase the proportion of 16-19 year olds with learning difficulties and/or disabilities into education employment or training	<ul style="list-style-type: none"> <li>• Continue to ensure all young people with a statement receive Section 140 (LSC) assessments in Year 11 and post 16</li> <li>• Provide intensive support from Personal Advisers to all young people with learning difficulties or disabilities in Years 10 and 11, and during post 16 education or training from 2006</li> <li>• Develop a multi-agency approach to identifying and supporting young people with learning difficulties or disabilities who are not in education employment or training by 2007</li> <li>• Ensure the Integrated Disabled Children's Service provides improved information, guidance and advice for parents and young people on transition to post 16 education employment or training by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• By 2008, 80% of young people with learning difficulties or disabilities will be in post 16 education employment or training</li> </ul>
<b>2.4</b> Increase the uptake of direct payments by families with disabled children	<ul style="list-style-type: none"> <li>• Simplify administrative arrangements for direct payments and review current procedures with Kingston Centre for Independent Living by December 2006</li> <li>• Conduct exit interviews with families wishing to cease direct payments from 2006 onwards</li> <li>• Annually review services with families in receipt of a direct payment and act on issues to improve service delivery</li> <li>• Ensure issues and recommendations are made in the annual report for Kingston Centre for Independent Living</li> </ul>	<ul style="list-style-type: none"> <li>• The number of families with disabled children who receive a direct payment will increase by 25% between 2006 and 2010</li> <li>• By 2010, 2.95% of disabled children in the Local Authority will be receiving a direct payment</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>2.5</b> Improve the availability of affordable childcare for families with young children	<ul style="list-style-type: none"> <li>• Ensure RBK participates in the London Development Agency (LDA) Childcare Affordability Programme (CAP) to support parents with childcare costs from 2006</li> <li>• Distribute CAP funding to day care settings for under fives from April 2006</li> <li>• Collaborate with neighbouring boroughs to implement phase 2 of the programme and provide emergency childcare at an affordable level</li> </ul>	<ul style="list-style-type: none"> <li>• By 2007 at least six childcare settings for under fives will be on the Childcare Affordability Programme</li> <li>• This level of participation will be maintained or improved, depending on funding, until 2010</li> <li>• An emergency Childcare Affordability scheme to help with the cost of emergency childcare for working parents of disabled children will operate with another borough by 2008</li> </ul>
<b>2.6</b> Improve the availability of childcare for disabled children and their families	<ul style="list-style-type: none"> <li>• Train and support providers to meet the needs of disabled children from 2006</li> <li>• Ensure at least 30 more childminders attend inclusion training to provide additional places for disabled children by 2007</li> <li>• Produce resource materials and on-going advice to support providers to be more inclusive by 2007</li> </ul>	<ul style="list-style-type: none"> <li>• By 2007, 20 additional childminders will offer places for disabled children and will have attended inclusion training</li> <li>• By 2010 childcare places will be available to all working parents of disabled children who want them.</li> </ul>
<b>2.7</b> Continue to support more disabled children and those with learning difficulties to engage in work experience	<ul style="list-style-type: none"> <li>• Identify additional venues to provide work experience for disabled young people by summer 2006</li> <li>• Provide consultation and support from the Transition Service to parents and young people during work experience</li> <li>• Ensure Transition Plans include work experience details and records, and provision for work experience opportunities into adulthood by December 2006</li> </ul>	<ul style="list-style-type: none"> <li>• The number of young disabled people provided with work experience will increase by 50% by 2010 from the baseline of 17 in 2005.</li> </ul>

<b>ACHIEVING ECONOMIC WELLBEING</b>		
<b>Objectives</b>	<b>Key Milestones and Timescales</b>	<b>Performance Indicators</b>
<b>3.1</b> Support parents and carers eligible for child tax credit to claim it	<ul style="list-style-type: none"> <li>• Provide training twice yearly from April 2006 to childcare settings on the benefits available to parents, including child tax credit and working tax credit, and how they can support them to claim it</li> <li>• Ensure the Children's Information Service Outreach Officer provides advice sessions for parents and carers in children's centres and extended schools from September 2006</li> <li>• Develop a publicity campaign for parents, carers and local business on tax credits and other benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Through surveys more parents will be able to access affordable childcare by receipt of tax and other child benefits</li> <li>• Parents, carers and settings will indicate that they are well informed about the benefits available and how to claim them</li> </ul>
<b>3.2</b> Reduce the number of children that live in homes which do not meet decency standards	<ul style="list-style-type: none"> <li>• From 2006 continue to meet the Government's target of no homeless household having to spend more than 6 weeks in bed and breakfast accommodation</li> <li>• Ensure sufficient supply of quality temporary accommodation</li> <li>• Maximise the supply of permanent housing</li> </ul>	<ul style="list-style-type: none"> <li>• By 2010 no child will be accommodated with their family for more than 6 weeks in bed and breakfast</li> <li>• By 2008 the length of stay in bed and breakfast will be no greater than 4.8 weeks</li> <li>• By 2010 the length of stay will be no more than 4.6 weeks</li> </ul>

**Royal Borough of Kingston upon Thames**

**Children and Young People's Plan 2006 – 2010**

**Performance Management Framework**

**Summary of Performance Indicators**



<b>Being Healthy</b>							
<b>BH 1: To ensure children and young people are healthy and have healthy lifestyles</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.1</b> Increase the proportion of healthy schools	% of Schools accredited to new standard	67% engaged or accredited to old standard	65%	71%	90%	95% (with 100% engaged)	95% (with 100% engaged)
<b>1.2</b> Develop coordinated strategies across all agencies to halt the rise in obesity among children	Halt year on year rise in obesity under 11 by 2010	Criteria to be set by DoH					
<b>1.3</b> Continue to improve access to children's health services	Percentage of children seen within 4 hours in A&E	97.3%	98%	98%	98%	98%	98%
<b>1.4</b> Develop the School Sport Partnership to include all schools and ensure all are able to provide children and young people with at least 2 hours physical activity a week	% children in Kingston schools participating in at least 2 hours physical activity a week	59%	75%	80%	85%	90%	100%
<b>1.5</b> Continue to meet the targets for reduction in teenage conceptions	Under 18 conception rate per 1000	31.2 (2003) 26.2 (2005 target)	23.7	22.4	21.1	19.8	18.5
	% young people aged 15-24 accepting Chlamydia screening	Baseline to be established					
<b>1.6</b> Ensure all schools and settings have a compliant sex and relationships education programme	% of secondary schools with SRE policy in place that has been reviewed within the last 3 years	Baseline to be established	100%	100%	100%	100%	100%
	% of primary schools with SRE policy in place that has been reviewed within the last 3 years	Baseline to be established	100%	100%	100%	100%	100%

<b>Being Healthy</b>							
<b>BH 1: To ensure children and young people are healthy and have healthy lifestyles</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.7</b> Continue to implement the Young People's Substance Misuse Strategy to reduce substance related harm, including cigarette smoking and alcohol, among young people	increase in number of young people receiving specialist substance misuse services compared to 2003/04 baseline. (Aim to have 7.1% of adult treatment figures; mainly in YP specific services.)	2	20	38	50		
<b>1.8</b> Increase the availability of school nursing and health visitors	a) No. FTE School nurses b) No. FTE Health Visitors	a) 9.76 b) 37.06					
<b>1.9</b> Implement the key objectives of the National Service Framework for Children, Young People and Maternity Services in partnership with the PCT	National Performance Indicator met (not yet developed)						

<b>Being Healthy</b>							
<b>BH 2: To ensure children and young people with specific needs receive targeted support to be healthy</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.1</b> Promote mental health and improve access to CAMHS by developing a comprehensive CAMHS services, including an integrated multi-agency consultative service	No of Tier 2 initial contact appointments		75	115	155	185	220
<b>2.2</b> Continue to give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children	Percentage of newly arrived UASC aged under 18 having a comprehensive health assessment	100%	100%	100%	100%	100%	100%
	Percentage of UASC assessed as requiring mental health assessment seen within CAMHS service specification targets	100%	100%	100%	100%	100%	100%

<b>Being Healthy</b>							
<b>BH 2: To ensure children and young people with specific needs receive targeted support to be healthy</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.3</b> Develop the integrated service for disabled children to ensure more coordinated services are available for disabled children	Waiting time for a) diagnosis b) treatment  % children receiving a co-ordinated early support service  % children who have complex health and key worker support	Establish baseline  Establish baseline		100%			
<b>2.4</b> Improve provision for speech and language, and occupational and physiotherapies	No. children accessing Speech and Language therapy outborough	3	2	1	0	0	0
<b>2.5</b> Develop appropriate childcare and respite services for disabled children and their families	% of childcare places for every parent of a disabled child 5 – 11 who wants one on weekdays between 8.00am – 6.00pm all year round.	Audit of current provision to be undertaken	30%	50%	70%	85%	100%
<b>2.6</b> Improve access to leisure and out of school activities for disabled children and LAC	Number of football and boccia teams for young people with disabilities entered into the London Youth Games.  Increase in the number of children and young people with disabilities accessing gyms in leisure centres and swimming from 2007	0	2  Bench marks set	2  +5%	2  +5%	2  +5%	2  +5%

<b>Being Healthy</b>							
<b>BH3: To ensure there is well coordinated support to improve the health and well being of children aged 0 – 6</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>3.1</b> Develop integrated services in new Children's Centres and Extended Schools to improve the health and childcare available to parents especially during 0-6 years	The number of children's centres	1	2	5	7	7	7
	% extended schools providing local access to family support services	29%	35%	45%	50%	50%	50%
<b>3.2</b> Implement the targets in the 10 Year Childcare Strategy	% of Early Education providers offering at least 15 hours a week free Early Education to 3 & 4 year olds whose parents wish to access this.	73%	75%	85%	90%	95%	100%
<b>3.3</b> Reduce the number of children living in temporary accommodation	Average length of time in b&b for households with children or pregnant women	6 weeks	5 weeks	4.5 weeks	4 weeks	3.5 weeks	
<b>3.4</b> Increase the availability of health visitor services to all children, and in particular to vulnerable children	No Children Centres with Health Visitors attached	1	2	5	7	7	7
<b>3.5</b> Develop a child health promotion programme available to all children in a variety of settings	No. Children Centres offering health promotion programmes	1	2	5	7	7	7
<b>3.6</b> Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met	% women continuing to smoke throughout pregnancy	7%			6%		
	% women initiating breastfeeding	86%	88%	90%	92%		

<b>Staying Safe</b>							
<b>SS1: To ensure children and young people are safe, have stability and are cared for.</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.1</b> Continue to ensure there are robust child protection services by strengthening the Safeguarding Team	% CP Cases allocated	100%	100%	100%	100%	100%	100%
<b>1.2</b> Ensure children and families who are referred receive an appropriate response in order to reduce the number of re-referrals	Referrals of children in need per 10,000 population aged under 18.	16%	14% Stretch = 13%	10% (LAA)	9% (LAA)	8% (LAA) Stretch 8%	7%
	% Initial Assessments within 7 working days of referral	75%	80%	85%	87%	90%	95%
	% Core Assessments completed within 35 working days of their commencement	78%	80%	85%	87%	90%	95%
<b>1.3</b> Develop ASKK further as an effective multi-agency information sharing and monitoring system for vulnerable children and those at risk	No. of children flagged	50	100	400	600	800	1000
<b>1.4</b> Develop more effective earlier intervention strategies that are coordinated by the ASKK system, to ensure fewer referrals to the children's safeguarding service	Referrals of Children in Need per 10,000 population aged U18	167.2 (recording problems in 2005)	200	195	190	185	180

<b>Staying Safe</b>							
<b>SS1: To ensure children and young people are safe, have stability and are cared for.</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.5</b> Improve early intervention, prevention and family support available through children's centres, extended schools and school clusters	The number of children's centres	1	2	5	7	7	7
	% extended schools providing local access to family support services	29%	35%	45%	50%	50%	50%
<b>1.6</b> Continue to develop family support services to disabled children	% of the total estimated disabled children's population (based on the 2001 census) receiving support from the disabled children's service <sup>1</sup>	23%	23.55	24%	24.5%	25%	25.5%
<b>1.7</b> Reduce the number of childcare settings with actions for CP, health, and safety at initial registration inspections	% of childcare settings with actions at initial registration inspections for						
	i) CP,	25% (12 settings)	25%	18%	10%	10%	10% or lower
	ii) health, and	36% (15 settings)	36%	30%	20%	10%	10% or lower
	iii) safety	56% (25 settings)	56%	40%	30%	20%	10% or lower

<sup>1</sup> The percentage is affected by the reliance upon the 2001 estimated total of disabled children which will have increased in the ensuing period.

<b>Staying Safe</b>							
<b>SS1: To ensure children and young people are safe, have stability and are cared for.</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.8</b> Develop the ACPC as an effective Local Safeguarding Board	% Child Protection Register Cases allocated to a social worker	100%	100%	100%	100%	100%	100%
	% Child Protection Review Case Conferences held on time	100%	100%	100%	100%	100%	100%
	% of re-registrations	0%	9.6%	<10%	<10%	<10%	<10%
	% of de-registrations, who were on the register for 2 years or more	30%	7.1%	<9%	<9%	<9%	<9%
<b>1.9</b> Improve children's environments for learning and recreation by developing the Police safer schools and safer neighbourhoods initiatives.	% safer neighbourhood teams in place	50% (8 Safer Neighbourhood teams in place)	100% (16 = one per ward)	100%	100%	100%	100%
<b>1.10</b> Develop the local protocol on children missing from education to cover all young people going missing from home.	% Children looked after absent from school for 25 days or more	11.4%	10%	9%	6%	3%	1%
<b>1.11</b> Implement key targets in the crime reduction strategy to ensure fewer young people are the victims of crime and there are fewer young offenders.	Number of first time offenders in youth justice system	141	138	135	132	129	126
<b>1.12</b> Ensure that the transition from Children's Services to Adult Services for young people with a disability is achieved as effectively as possible	a) % 13 year olds identified for transition b) % 19 year olds with written transition plan	a) 100% b) 100%	a)100% b) 100%	a)100% b) 100%	a)100% b) 100%	a)100% b) 100%	a)100% b) 100%

<b>Staying Safe</b>							
<b>SS2: To ensure looked after children stay safe and have security and stability</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.1</b> Ensure effective monitoring and support of looked after children and unaccompanied asylum seeking children	% LAC with 3 or more placements	12.8	<9.0	<9%	<9%	<9%	<9%
	CLA at 31 <sup>st</sup> March per 10,000 U 18 population	30.2	28.9	27.5	26.9	26.0	25.5
	% LAC having an annual health check and routine dental appointments. (note – older children have the right to refuse these checks)	92%	88%	90%	92%	93%	94%
	% children placed with carers more than 20 miles from Kingston	21%	35%	19%	18%	16%	<15%
<b>2.2</b> Expand fostering placements to cater for the needs of young people with challenging behaviour, disabled children and mothers and babies needing placing together.	% Children looked after aged U10 in Foster Placements	77%	76%	80%	82%	84%	84%
	% LAC in Residential Accommodation	30%	30%	28%	27%	26%	20%
	% LAC in Foster Placements	60.2%	65%	67%	70%	75%	80%
<b>2.3</b> Provide effective adoption support services to reduce risk of placement breakdown	% LAC adopted in the year within 12 months of Best Interest Decision being made (Best Interest Decision no longer exists/being measured as per intro of Adoption & Children Act)	100%	100%	100%	100%	100%	100%
<b>2.4</b> Improve the proportion of looked after children in foster placements or placed for adoption.	% LAC in Foster Placements	60.2%	65%	80%	82%	84%	84%
	% of LAC placed for adoption in the year to 31 <sup>st</sup> March	6.6%	6.5%	6.5%	6.5%	6.5%	6.5%

<b>Enjoy and Achieve</b>							
<b>E&amp;A1: Ensure children make good progress between the ages of 0-5 and are well prepared for school</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.1</b> Continue to improve the quality, provision and integration of early years education and childcare	% initial registrations of childcare without actions	76%	78%	80%	85%	90%	92%
<b>1.2</b> Develop effective support for parents and carers, in Children's Centres and Extended Schools, to help vulnerable children 0-5 to enjoy play, achieve educationally and develop socially	Number of children's centres established  Implementation of the Extended Schools programme	1  6 Extended School Clusters set up with multi-disciplinary teams linked to each cluster	2	5	7  at least 50% of primary schools have access to child-care	7  at least 75% of primary schools have access to child-care	7  100% of primary schools have access to child-care
<b>1.3</b> Increase the number of childcare settings meeting national standards as part of the registration process	% prospective childcare providers receiving pre-registration information and guidance from childcare development advisers	60%	80%	90%	100%	100%	100%

<b>Enjoy and Achieve</b>							
<b>E&amp;A2: Ensure children and young people attend and enjoy school</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.1</b> Ensure the small number of schools with below average attendance achieve their targets	% schools meeting attendance target set according to contextual data	40%	60%	75%	100%	100%	100%
<b>2.2</b> Improve attendance so that all schools achieve at least the median benchmark for similar schools	% schools achieving at least national median benchmark for similar schools	55%	70%	75%	100%	100%	100%

Enjoy and Achieve							
E&A2: Ensure children and young people attend and enjoy school							
Objectives	Performance Indicators	Baseline 2005	2006	2007	2008	2009	2010
2.3 Continue to ensure the Local Authority achieves its attendance targets	Attendance targets for	a) 93.3%	a)93.3%	) 93.3%	) 93.3%	) 93.5%	) 93.8%
	a) secondary schools	b) 95.1%	b)95.1%	) 95.1%	) 95.1%	) 95.5%	) 95.8%
	b) primary schools	c) 90%	c)90%	) 90%	) 90%	) 90%	) 90%
	c) special schools						

Enjoy and Achieve							
E&A3: Continue to improve educational standards in the foundation stage and at all key stages in line with agreed targets							
Objectives	Performance Indicators	Baseline 2005	2006	2007	2008	2009	2010
3.1 Continue to raise standards in the foundation stage	% schools gaining at least a)satisfactory	a) 95%	a) 98%	a) 100%	a) 100%	a) 100%	a) 100%
	b) good outcomes from Ofsted inspections	b) 75%	b) 80%	b) 80%	b) 100%	b) 100%	b) 100%
	% voluntary settings gaining at least satisfactory from Ofsted inspections	80%	85%	90%	95%	100%	100%
3.2 Continue to raise standards in the primary phase	Level 4 attainment in Key Stage 2	a) 85%	a) 88%	a) 87%	a) 88%	a) 88%	a) 88%
	a) English b) Maths	b) 81%	b) 86%	b) 87%	b) 86%	b) 87%	b) 88%
3.3 Continue to raise standards in Key Stage 3	Level 5 attainment in Key Stage 3						
	c) English	a) 79%	a) 83%	a) 82%	a) 83%	a) 83.5%	a) 84%
	d) Maths	b) 82%	b) 84%	b) 83%	b) 84%	b) 84.5%	b) 85%
	e) Science	c) 79%	c) 83%	c) 82%	c) 83%	c) 83.5%	c) 84%
f) ICT	d) 80%	d) 85%	d) 83%	d) 85%	d) 85%	d) 85.5%	
3.4 Continue to raise standards in Key Stage 4	GCSE attainment at 5+ A*-C	65.6%	70%	70.3%	70.5%	71%	71.5%

<b>Enjoy and Achieve</b>							
<b>E&amp;A3: Continue to improve educational standards in the foundation stage and at all key stages in line with agreed targets</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>3.5</b> Ensure improvement for under-achieving BME groups	Contextual Value Added for under achieving BME groups at a) KS2 b) KS4	a) 99.7 b) 998.55	a) 99.76 b) 998.84	a) 99.82 b) 999.13	a) 99.88 b) 999.42	a) 00.94 b) 999.71	a) 100 b) 1000
<b>3.6</b> Extend schools' use of performance data as a tool for self evaluation and improvement in standards	% schools using accurate and effective tracking systems updated termly	70%	80%	85%	90%	95%	100%
<b>3.7</b> Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils	% pupils who complete attendance at alternative provision and achieved accredited outcome	To be established	70%	80%	90%	90%	95%
<b>3.8</b> Reduce fixed term exclusions	Number of days lost to secondary education through fixed term exclusions	To be completed at end of academic year 2005/6	Reduce by 10% on 2005/6	Reduce by 10% on 2006/7	Reduce by 10% on 2007/8	Review & agree new target with HT	

<b>Enjoy and Achieve</b>							
<b>Improve the achievements of looked after children and other groups of children with specific needs</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>4.1</b> Continue to improve the achievement, progress and attendance of looked after children	% looked after children with a) 5+ A*-C b) 1+A*-G	a) 28% b) 43%	a) 15% b) 62%	a) 18% b) 65%	a) 25% b) 67%	a) 30% b) 68%	a) 35% b) 70%

<b>Enjoy and Achieve</b>							
<b>Improve the achievements of looked after children and other groups of children with specific needs</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>4.2</b> Continue to improve the achievement and progress of disabled children and pupils with SEN	a)% of pupils who begin KS2 at L1 in English achieve L3 by the end of the Key Stage	a)78%	a)78%	a)79%	a)79%	a)81%	a)81%
	b)% of pupils who begin KS2 at L1 in mathematics achieve L3 by the end of the Key Stage	b)82%	b)82%	b)83%	b)83%	b)84%	b)84%
	c) % of pupils who begin KS3 at L2 in English achieve L4 by the end of the Key Stage	c)50%	c)50%	c)51%	c)51%	c)52%	c)52%
	d)% of pupils who begin KS3 at L2 in mathematics achieve L4 by the end of the Key Stage	d)25%	d)25%	d)26%	d)26%	d)27%	d)27%
<b>4.3</b> Continue to improve the number of supervised juveniles in EET	Average % of supervised juveniles in EET on conclusion of intervention per year	84%	85%	88%	90%	92%	92%
<b>4.4</b> Improve the percentage of SEN statements completed within 18 weeks where medical advice is required	% SEN statements where medical advice is required issued within 18 weeks	70.18%	75%	78%	80%	100%	100%

<b>Enjoy and Achieve</b>							
<b>E&amp;A5: Improve access for all children and young people to a range of play and recreational activities</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>5.1</b> Implement the play strategy to increase provision of safe play areas for children	Number of hours per 1000 population per week of appropriate supervision of play areas in parks	40	60	80	100	100	100

<b>Enjoy and Achieve</b>							
<b>E&amp;A5: Improve access for all children and young people to a range of play and recreational activities</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>5.2</b> Improve access to leisure provision for all children and young people ensuring all children and young people can take part in at least two hours of physical activity per week	Number of children aged 11-18 participating in arts and sports activity out of school	1100est	1750	3500	3750	4,000	4,250
<b>5.3</b> Increase the number of children and young people who voluntarily participate in arts activities	Number of young people aged 11-18 yrs participating in arts activity out of school	Baseline established	1750	1750	1750	1900	2000

<b>Make a Positive Contribution</b>							
<b>MPC1: Ensure children and young people engage in decision making, support the community and contribute to the development of services</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.1</b> Develop a Participation Strategy to improve children's, young people's, parents' and carers' involvement in decision making and service development	No. of key issues being identified annually by children, young people/carers that have influenced service delivery	7	8	10	11	12	13
<b>1.2</b> Continue to improve the percentage of LAC who contribute their views to statutory reviews and who feel that placements provide stability	% of LAC who regularly contribute to their review	90%	95%	95%	95%	95%	95%
<b>1.3</b> Increase the number of disabled children who feel that their views are taken account of in service developments	a) % of full time looked after disabled children provided with an accessible consultation format for all statutory reviews.	93.75%	96%	97%	98%	99%	100%
	b) % of disabled children attending holiday activities consulted	60% (60 children)	63%	66%	69%	72%	75%

<b>Make a Positive Contribution</b>							
<b>MPC2: Ensure children and young people develop positive behaviour and are law abiding</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.1</b> Reduce the number of initial registration inspections of childcare with actions for partnership with parents, behaviour and equal opportunities	% reduction of initial registrations of childcare with actions for partnership with a) parent b) behaviour c) equal opportunities	a) average 34% across settings  b) average 15% across settings  c) average 34% across settings	50%	50%	70%	80%	90%
<b>2.2</b> Continue to reduce the number of first time offenders in the youth justice system and reduce re-offending	No. of first time offenders in youth justice system	141	138	135	132	129	126
<b>2.3</b> Reduce the number of looked after children who receive final warnings and convictions	No. of LAC aged 10 or over who receive final warning or conviction	2	1	1	1	1	1
<b>2.4</b> Continue to improve the range of positive activities for young people, and their participation, through integrated Youth Services	% increase in the number of young people accessing positive activities by 2009	Audit of current numbers needs to be undertaken	5% increase in nos.	5% increase in nos.	5% increase in nos.	Maintain the 15% increase in nos.	Maintain the 15% increase in nos.

<b>Make a Positive Contribution</b>							
<b>MPC3: Support children and young people to manage change and challenges successfully</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>3.1</b> Increase the number of vulnerable children who make a successful transition from primary to secondary school	No./% of pupils supported through transition project with no fixed term exclusions	110 children out of 135 which is 82% have had no fixed term exclusions	115/135 children or 85%	119/135 children or 88%	122/135 children or 90%	122/135 or 90%	122/135 or 90%
<b>3.2</b> Increase the number of disabled children who can access out of school and leisure activities	% increase of disabled children using out of school/leisure activities.  Measure participation in leisure & recreation provision by using Sport England National Benchmarking Service	Establish baseline  Establish baseline	Increase by 5%	Increase 10%	Increase 10%	Increase 10%	Increase 10%
<b>3.3</b> Continue to provide advice and guidance, through generalist and specialist services, so that more young people aged 14-19 make a successful transition to employment, training or continuing education	% of 16-18 year olds who are NEET	3.5%	3.4%	3.3%	3.2%	3.2%	3.2%

<b>Achieve Economic Well-being</b>							
<b>AEW1: Continue to increase the number of young people in further education, employment and training</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.1</b> Expand the provision and flexibility of 14-19 education and training	Pan London Curriculum Offer met a) Level 1 courses met b) Level 2 courses met c) Level 3 courses met	a) 5 b) 40 c) 45	a) 10 b) 50 c) 50	e) 12 f) 60 g) 55	a) 15 b) 65 c) 60	a) 15 b) 70 c) 65	
<b>1.2</b> Increase vocational provision and the involvement of local employers in supporting training opportunities and curriculum delivery	Employer involvement meets requirements set by Pan London Offer within Kingston	74 employers (within SVDS and KMEBP support)	80 employers	86 employers	94 employers	100 employers	106 employers
<b>1.3</b> Continue to improve the achievement of level 2 qualifications post 16 so that more 19 year olds are qualified to this level	% year on year improvement in achievement of Level 2 qualifications by the age of 19	To be established	+5%	+5%	+5%		
<b>1.4</b> Increase the proportion of 19 year olds with 5 GCSE A*-C passes including English and Mathematics	% young people achieving 5 A*-C (or equivalent) including English and Maths by age 19	59.1%	60%	60.5%	62%	63%	
<b>1.5</b> Further reduce the number of 16-18 year olds not in education, employment or training	% 16-18 yr olds NEET  % 16-18 yr olds participating in post 16 education	3.8%  Yr 11 88.7% Yr 12 85.5%	3.7%  Yr 11 88.7% Yr 12 85.5%	3.6%  Yr 11 88.7% Yr 12 85.5%	3.5%  Yr 11 88.7% Yr 12 85.5%		
<b>1.6</b> Continue to develop the accredited programmes achieved by young people through the Youth Service	% of youth service participants receiving an accredited award	25%	30%	31%	32%	33%	34%
<b>1.7</b> Implement the September guarantee so that all 16 year olds have a definite offer of further education, employment or training	% Year 11 students from Kingston schools receiving an offer of a place in EET	100%	100%	100%	100%	100%	100%

<b>Achieve Economic Well-being</b>							
<b>AEW1: Continue to increase the number of young people in further education, employment and training</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>1.8</b> Continue to provide summer and other intervention programmes which ensure vulnerable 16 year olds have an appropriate destination	Nos. of young people involved in targeted PAYP and Summer Connexions Programme	50	60	65	70	70	70
<b>1.9</b> Improve the quality and consistency of school sixth forms	a) lowest number in any 6 <sup>th</sup> form (Sept)	a) 97	a) 110	a) 120	a) 150	a) 170	a) 175
	b) Number of 6 <sup>th</sup> forms with less than 170 students	b) 4	b) 3	b) 2	b) 1	b) 1	b) 0

<b>Achieve Economic Well-being</b>							
<b>AEW2: Ensure looked after children and other specific groups achieve economic well being</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.1</b> Increase the number of looked after children in further education, employment and training	Proportion of care leavers in EET	84%	90%	90%	90%	90%	90%
<b>2.2</b> Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully into education, employment or training	Participation of BME groups in to EET	87.8%	90.0%	90.5%	91.0%		
<b>2.3</b> Increase the proportion of 16-19 year olds with learning difficulties and/or disabilities into education employment or training	Proportion of LDD pupils in EET	76.6% (2004)	78%	79%	80%		
<b>2.4</b> Increase the uptake of direct payments by families with disabled children	Direct payments to disabled children and their families as a percentage of the estimated total of disabled children in LA	2.2%	2.35%	2.5%	2.65%	2.8%	2.95%

<b>Achieve Economic Well-being</b>							
<b>AEW2: Ensure looked after children and other specific groups achieve economic well being</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>2.5</b> Improve the availability of affordable childcare for families with young children	No. of settings on the Childcare Affordability Programme (CAP)	4 settings on CAP	5	6	6 (to be re-viewed at end of funding)	6	6
<b>2.6</b> Improve the availability of childcare for disabled children and their families	Increase in care for working parents with disabled children	Parents of disabled children report limited places available to them	100% Increase in training and support to childcare settings	Extension of CAP scheme to include help with the cost of emergency child-care for working parents of disabled children (20 places)	50%	80%	100%
<b>2.7</b> Continue to support more disabled children and those with learning difficulties to engage in work experience	Direct payments to disabled children and their families as a percentage of the estimated total of disabled children in LA	2.2%	2.35%	2.5%	2.65%	2.8%	2.95%

<b>Achieve Economic Well-being</b>							
<b>AEW3: Ensure children live in decent homes free from low income</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>Baseline 2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>3.1</b> Support parents and carers eligible for child tax credit to claim it	No of parents supported	Low uptake of WTC or CCTC	Increased training and support to childcare settings on Tax Credits to pass on to parents	Ongoing training and support to childcare settings	Ongoing training and support to childcare settings	Ongoing training and support to childcare settings	Ongoing training and support to childcare settings
<b>3.2</b> Reduce the number of children that live in homes which do not meet decency standards	% LA homes which do not meet decency standards	26%	22%	16%	11%	5%	