

Royal Borough of Kingston upon Thames

# Children and Young People's Plan 2006-10

## Action Plans

and **Performance Measures** 2007-08



*Kingston*  
**Children & Young People's Trust**  
*Making a Difference Together*

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# Introduction

Following the 2006 Joint Area Review (JAR) outcome of outstanding overall for Children's Services in Kingston, the Council and its partners in the Children and Young People's Trust have continued to improve outcomes and service provision.

The priorities in the Children and Young People's Plan remain key priorities in the Council's Policy programme to enhance the life of the community and promote community cohesion. They are central to our efforts to improve outcomes for all children and young people, to tackle inequalities and achievement gaps and to support vulnerable young people, children and their families.

The 2006 JAR grades reflect high performance, with very good corporate, health, social care and educational provision and strong partnership to improve community cohesion and reduce youth offending. Outcomes for children and young people overall range from good to outstanding and there is no complacency about improving the life chances of all children and young people especially those that are vulnerable and who under-achieve. Kingston is a place of starkly contrasting advantage and disadvantage, and some groups are more vulnerable and marginalised as a result. The Council actively works towards ensuring all services are delivered in a fair and equitable way to the whole community, irrespective of ethnicity, disability, age, gender, sexual orientation, religion and beliefs.

Corporate strategic direction and partnerships are strengths, and there is good engagement by all agencies including the voluntary sector. The Children and Young People's Trust Board provides strong governance and strategic direction. There continues to be much good will and commitment among all the partners, especially from schools. We continue to make good progress towards more targeted effort, more effective early intervention and prevention and closer integration of services. There is good progress in achieving the goals and targets in the Children and Young People's Plan. The Plan has been revised

in 2007 with the full participation and engagement of partners and stakeholders, including young people.

The Children's Trust has many excellent services and is highly ambitious for the local community. It is responsive and listens well to the views and needs of parents, carers, children and young people. There is a very good young people's participation strategy and in the past year there has been good progress in improving children and young people's ability to make a positive contribution.

Health outcomes are good to very good. General health statistics are above the national average and infant mortality rates, unemployment, the percentage of children living in temporary accommodation and child casualties in road accidents continue to be among the lowest in London. There are significant improvements in a number of outcomes, notably breast-feeding initiation rates and immunisation rates. Teenage conceptions are significantly lower than the national average and continue to reduce in line with agreed targets. We recognise that the challenges to improve children and young people's physical health including increasing activity and reductions in obesity remain priorities for further improvement.

The Authority continues to perform very well in supporting children at risk and outcomes are very good for 'Staying Safe'. Currently there are 749 children in need who receive social care services, 105 children in public care (84 in full time care, 12 UASC, 21 receiving respite) and 40 children on the child protection register. These are well below the national average. Local Safeguarding arrangements are very good and almost all children live and learn in safe environments. Kingston has a very effective Local Safeguarding Children's Board. Most children feel safe in the community and there is a low rate of road traffic accidents. Those most at risk of significant harm are well protected by good inter-agency collaboration. The proportion of children and young people on the child protection register is well below the national average and the



number of re-registrations has been significantly reduced. Kingston is one of London's safest boroughs and the crime rate has decreased by 13.4% between 2005/06 and 2006/07 compared to an average London decrease of 6.4%. Our top priority is to reduce risk to children and young people through implementing our preventative strategy and ensuring those children who are most vulnerable, including Looked After Children, achieve better outcomes.

Outcomes for 'Enjoy and Achieve' continue to be outstanding with good improvement rates in 2006. Educational standards are very high and continue to improve, being well above national averages and those of similar authorities in all key stages. In 2006 the progress made by young people between the ages of 11 and 16 was amongst the best in the country. The attainment of pupils from BME communities is good overall and above average nationally. Attendance in schools is excellent. There are mostly good or outstanding schools and the numbers judged to be in these two categories by Ofsted has increased during the past year. However we recognise that challenging attainment gaps still remain and these are a priority in the Children and Young People's Plan.

The outcomes for 'Making a Positive Contribution' are outstanding. There is very good participation by children and young people who make a very positive contribution to the local community. Levels of anti-social behaviour are reducing as a result of effective multi-agency projects. Re-offending rates are below average and high numbers of young people who offend participate in education, employment or training. We continue to give priority to children and young people's involvement to ensure they have a bigger say in the services that affect them and are more engaged in their local community.

Outcomes for 'Achieving Economic Well Being' continue to be outstanding. Kingston has one of the highest staying on rates in the country and conversely a very low proportion of 16-19 year olds not in education, employment or training. A high proportion of young people, including those from vulnerable groups, remain in full-time education at age 16. By the age of 19 the proportion of young people achieving a level 2 or a level 3 qualification is high and significantly above the local LSC and national averages. Children looked after are well supported to move into adult life with clear pathways to continuing education and training. Disabled young people and those with learning difficulties are also well supported with transition plans, work experience programmes and appropriate education and training placements, to move towards more independent adult life. Our priorities continue to be improved engagement in education, employment and training, improved educational outcomes and more effective support to improve economic well being of families.

There is rigorous performance management and systematic monitoring of the progress of key targets and action plans in the Children and Young People's Plan. Analysis of all the key indicators and benchmarks shows sustained improvement over the past year for most areas of performance. Good progress is being achieved in implementing the objectives in the Plan. Approximately 80% of the targets have been met or exceeded and in very few areas is there unsatisfactory progress. The Local Authority is rigorous in analysing and monitoring available data, and in using good local intelligence, in order to target effort to the right issues in the most effective way.



# Summary of Progress

## Being Healthy

Outcomes for children and young people's health are good or very good. The Local Authority's partnership with the PCT and other partners ensures a good impact on the health of children and young people. There is effective and well coordinated multi-agency work to promote healthy lifestyles. Infant mortality is below average and there are fewer than average numbers of expectant mothers who smoke. The percentage of mothers initiating breast feeding is high. Immunisation rates are mostly above average and have improved. There is good dental health among children and young people in Kingston. Outcomes for teenage pregnancy are improving.

The majority of children and young people are healthy and have access to a wide range of recreational and other activities, and specialist services, to improve their physical and mental health. The Healthy Schools initiative is well established and 72% of schools have achieved accreditation, while 88% are working towards the new standard. There is a well conceived childhood obesity strategy, and a secure baseline established for the level of childhood obesity. This is very well integrated into the Healthy Schools and School Sports Programmes in all schools. Ofsted inspection judgements are very positive for schools enabling pupils to be healthy, with a strong focus on nutrition, healthy eating and physical activity. There is joint commissioning and good coordination of services for speech and language, CAMHS, disabled children, LAC, Children's Centres, teenage pregnancy, with health visitor, midwifery and nursing inputs into schools, early years settings, specialist services and multi-agency teams. However the Local Authority, the Hospital Trust and the PCT recognise the need to continue to improve health assessments, waiting times, referral pathways and specialist treatment for disabled children.

Key improvements where we have achieved significant progress in the Children and Young People's Plan in 2006/07 include the following: healthy schools accreditation, access to children's health services, participation in 2 hours physical activity, reduced teenage conceptions, access to substance misuse services, improved mental health provision, and reductions in the percentage of women smoking during pregnancy and time spent by families with children in temporary accommodation.

## Staying Safe

Outcomes for staying safe are very good and mostly above average. Excellent local partnership work makes a significant contribution to children and young people staying safe. Local safeguarding arrangements are very good and children live and learn in safe environments. Arrangements for looked after children and those leaving care are very good and a high proportion of care leavers progress to appropriate training, employment or continuing education. Children and young people in Kingston are effectively kept safe with excellent systems and inter-agency working to ensure needs are identified and met at an early stage. There are innovative and high quality preventative services which are addressing the needs of vulnerable children and families. Integrated family support packages are proving to be highly affective in meeting needs, linked to well coordinated extended services and children's centre programmes delivered through clusters of schools. The Local Authority(LA) is making very good progress in developing the role of Lead Professional and in making effective multi-agency use of the Common Assessment Framework(CAF). The LA and partners have established protocols and procedures for information sharing, which are well understood across all partners in the Children's Trust.



## Summary of Progress

Outcomes for vulnerable children and those at serious risk are monitored regularly and there is a steadily improving position regarding child protection, placement stability and safety. There is excellent support to foster carers to enable placement stability and good rates of adoption of children in care. The numbers of looked after children are reducing as a result of effective early intervention and sustained programmes of support. There are very well established safeguarding protocols and referral arrangements across all agencies, some of which have been reviewed and improved over the past year. Progress against priorities for staying safe in the Children and Young People's Plan has been good and continues to be on track.

Improvements to practice and procedures for responding to cases where children are affected by domestic violence, as well as improved procedures for independent review and complaints by looked after children and improved support for unaccompanied asylum seekers, means that there has been significant progress on key issues. Overall arrangements for safeguarding, combined with very good outcomes, means staying safe is outstanding.

Staying Safe has seen a sustained improvement in outcomes since 2006. The key performance areas within child protection such as 100% child protection cases allocated and reviews held on time have been sustained. The percentage of re-registrations has dropped to 5% from 13% and our de-registrations for children on the register for two years plus has dropped to 10.19% from 13.4%.

The numbers of Looked After Children (LAC) have reduced to 25.8% per 10,000 population compared to a national average (for 2005/06) of 60.1%. This has been a result of further work to support children and young people within their own homes wherever possible. There has been a reduction in the number of LAC with three plus moves from 15% to 12% and the number of LAC having annual health checks has increased to 92.2%.

The timescales for assessments remain impressive (81% completed within statutory timescales) and our prevention approach has meant that 410 children and young people have been flagged on our ASKK information sharing system. More than 70 members of staff from 20 agencies have been trained as Lead Professionals with 30 CAFs already undertaken. The number of referrals to the Safeguarding Team has significantly increased partly due to us recording police notifications and we are currently investigating how the impact of our prevention agenda may have identified unmet need therefore in the first instance increasing referrals.

The Children Centres agenda is well on track with four designated centres in place and a further three will be in place by March 2008. There is an impressive level of engagement from all agencies to this agenda. Our work with disabled children has seen a further increase in support with a recent Ofsted inspection assessing our Family Support Services as outstanding. Given these developments we believe our Safeguarding Services are outstanding.

Key improvements where we have achieved progress in the Children and Young People's Plan in 2006/07 include the following: child protection; increased support and intervention for vulnerable children; the development of children's centres; increased family support for disabled children and families; reduction in childcare settings with actions at registration inspection for child protection and health and safety; reduced re-registrations and de-registrations; improved stability for LAC; and improved LAC health assessments.

### Enjoy and Achieve

Outcomes for enjoy and achieve continue to be outstanding. Educational standards are well above average and continue to improve year on year. The majority of children and young people in Kingston achieve very well and progress in raising standards is better than



## Summary of Progress

nationally and in similar areas. There is very good support for school improvement and for raising the educational attainment and wider achievements of looked after children and other children in need. There is very good early years education and childcare; pupils with special educational needs and disabled children are well supported and make good progress. The Local Area Agreement includes stretching targets for our healthy schools programme, for progress of more able pupils at Key Stage 2 and for the delivery of larger numbers achieving both English and maths at the end of Key Stage 4. The range of school provision is mostly good or outstanding with no schools in an Ofsted category to improve. School improvement services are flexible in meeting a range of needs; they are good value for money and are low cost with high effectiveness. The LA has an established SIP programme which is working well and plans are well developed for the primary SIP programme. There is very good collaboration with other local authorities to increase capacity and effectiveness. Kingston leads the South West London School Effectiveness Partnership with five other neighbouring boroughs. The Authority is a hub of excellence for special educational needs. Early years education and childcare is very well integrated; standards in the foundation stage are good and childcare targets have been met. There is wide ranging and good quality recreational and leisure activities for children and young people. There are very good levels of school attendance and low exclusions. This is an area of strength and good progress has been made in improving the targets and objectives in the Children and Young People's Plan.

Key improvements where we have achieved progress in 2006/07 include the following: improved number of childcare providers meeting national standards; improved school attendance; attainment at Key Stages 2 and 3; attainment at 5 or more GCSE grades A\*-C; improved use of performance data by schools; the achievement and progress of disabled children and pupils with SEN; and the number of young offenders participating in education, employment or training.

### Making a Positive Contribution

Very good procedures are in place to support children and young people to make a positive contribution. The Children and Young People's Participation Strategy is now well embedded and young people are increasingly involved in making decisions about, and in monitoring developments of, the key services that affect their lives. Kingston Youth Council is very active, with good links to schools' councils; there is wide consultation with children and young people and active responses to their needs and views by the Local Authority and its partners. Children in care, and disabled children and young people, are very actively engaged in reviews and service developments. There are low levels of anti-social behaviour and youth offending; 90% of young offenders are in education, employment or training. School inspection judgements for behaviour, attitudes, involvement in extra curricular activities and making a positive contribution are mostly good or very good. Children and young people have a range of opportunities to be fully involved in, and influence, issues and services that affect them. A wide range of advice, support and guidance is available for children and young people from a range of providers.

Children are well supported in the early years; LAC are supported very well to both communicate their views and actively contribute to issues that affect them; children and young people are well supported at key transition points in their lives; children and young people with SEN or disabilities are able to positively contribute to plans and the development of services which impact on them. Children and young people have been directly involved in the development of our expanding programme of out-of-school and holiday activities, co-ordinated across all agencies. The LA uses local capacity, partnership working and limited resources very effectively to provide a wide range of services that support children and young people to be engaged and to make a positive contribution. There are increased opportunities for



## Summary of Progress

leisure and play in response to children's views. Young people are positively diverted from anti-social behaviour by good schools, a high performing YOT and newly integrated Youth Support Services. There has been very good progress in implementing the priorities and targets in the Children and Young People's Plan and outcomes for making a positive contribution are now outstanding.

Key improvements where we have achieved progress in 2006/07 include the following: effective embedding of the participation strategy and the number of issues where young people have influenced decision making and service development; consultation with disabled children on summer holiday programmes; reduction in the number of LAC given final warnings or convictions; increased number of young people accessing positive activities and being supported successfully through transition from primary to secondary school; and improved engagement by young people in targeted support for their continued participation in education, employment and training.

### Achieving Economic Well Being

Outcomes for economic well being continue to be outstanding. Good provision helps to ensure the majority of young people achieve economic well being; there is sustained improvement in attainment and progression, participation and staying on rates at KS4 and post 16. These are well above average for similar areas. Attainment at level 2 for 19 year olds has improved and is above the national average. NEET figures are 3.4%, the lowest in south London and well in excess of agreed targets. Strong collaboration within the 14-19 Partnership, between the Local Authority, the FE College, schools, the LSC, training providers and Connexions, has led to improvements in the range and choice available to young people. The offer is becoming more inclusive and flexible to meet the needs of vulnerable groups. There is a wide

choice of pathways. There has been good expansion of vocational courses and improved provision in school sixth forms. Schools work in close partnership with Connexions to ensure high quality careers education and guidance for the widest range of young people, including those not attending full-time education and those with LDD. In the latest DCSF 14-19 progress checks, Kingston was RAG rated green on most indicators. High quality provision of childcare and early education helps families to access work and meets the needs of diverse groups of parents and carers. Childcare targets have been met and care is available through a wide range of providers. Children looked after are well supported to move into adult life with clear pathways to continuing education and training. Disabled young people and those with learning difficulties are also well supported to move towards more independent adult life with very effective transition plans, work experience programmes and appropriate education and training placements. There has been good progress in improving the key targets in the Children and Young People's Plan.

Key improvements where we have achieved progress in 2006/07 include the following: increased provision of level 1 and 2 courses; improved vocational provision and increased involvement by employers in training and education; increased number of 19 year olds with 5 A\*-C grades including English and maths; improved achievement of accredited awards by young people participating in the Youth Service; increased number of young people involved in summer positive activities as part of the September Guarantee; improved provision in school sixth forms; improved direct payments; increased take up of affordable childcare; increased number of disabled young people engaging in work experience; and reduction in homes which fail to meet decency standards.



# Resources for Children's Services

## Revenue Funding

A total of £140.6m revenue funding has been budgeted for across the Children's Trust to provide services for Children and Young People in 2007/08. This includes the PCT's identified funding for delivery of children's services in the area, informed by the national Children's Health Services mapping exercise.

Despite both the Local Authority and the PCT operating in difficult financial contexts, the funding for these services has been maintained and further investment has been identified for priorities, in particular services for children with disabilities and special educational needs, and a range of preventative targeted services.

The £140.6m represents an underlying increase in resources for children's services of 9.4% compared with 2006/07. The table shows that the greatest increases are in specialist and targeted services.

The Trust has undertaken a mapping exercise of the whole of the local Children's Services workforce, and local service provision to help inform future targeting of resources.

## Capital Investment

There are a number of priorities in the plan dependant upon capital investment in new local integrated settings e.g. Children's Centres and integrated services for disabled children. The Trust will pool resources to ensure that any potential sites or funding opportunities are fully utilised so that the maximum benefit is obtained from any capital investment. An integrated asset management plan for the Children's Trust area is being developed, linking into the opportunities afforded by the Primary Capital and Building Schools for the Future programmes.

	2006-07 £m	2007-08 (exc PCT) £m	2007-08 (inc PCT) £m
Specialist (Children at high risk)	15.0	(+20.7%) 18.1	18.1
Targeted (Families with complex problems, vulnerable children and families with identified needs, targeted geographical areas)	23.4	(+9.4%) 25.6	27.6
Universal (All children and families)	87.5	(+7.5%) 94.1	94.9
TOTAL	125.9	(+9.4%) 137.8	140.6



## Joint Commissioning

The Trust is committed to implementing a coordinated joint commissioning function. This will build on the good work to date of joint planning of services, with many new services developed through joint funding and joint working arrangements. The Trust Board has established a Commissioning Sub-Group in addition to the Joint Commissioning Group to ensure that appropriate focus is given to the highest priority developments.

Changes in commissioning arrangements, in particular for health services, require new ways of working within the Trust. GP practice based commissioning arrangements are being established and the governance and accountability framework relating to this will be reflected in joint commissioning arrangements. School Clusters are recognised as a new key commissioner of services and will also be involved in the new coordinated commissioning arrangements.

Joint planning and funding of services has enabled a number of new initiatives to progress. These include CAMHS Tier 2 (FASS), the ASKK preventative service, School Cluster Services, the Family Support Service, the Youth Inclusion Support Panel (YISP) and Integrated Youth Support Services.

There will now be a focus on new joint commissioning arrangements for children's health services. There is a commitment to have new integrated management arrangements in place for the provider services by April 2008, and a partnership agreement about the funding basis for the new service for disabled children to be in place early 2008.





# Review of Priorities in the Children and Young People's Plan

Overall the progress in achieving the targets and objectives in the Plan during 2006/07 has been very good. Our priorities are well judged and the review of the first year of the Children and Young People's Plan has led to a re-focusing of the plan on our most challenging issues for improvement.

The priorities in the Children and Young People's Plan are as follows:

## Being Healthy

- To ensure children and young people are healthy and have healthy lifestyles
- To ensure children and young people with specific needs receive targeted support to be healthy
- To ensure there is well coordinated support to improve the healthy development and well being of children aged 0-6

## Staying Safe

- To ensure children and young people are safe, have stability and are cared for
- To ensure looked after children stay safe and have security and stability

## Enjoying and Achieving

- To ensure children make good progress between the ages of 0-5 and are well prepared for school
- To ensure children and young people attend and enjoy school
- To continue to improve educational standards in the foundation stage and at all key stages in line with agreed targets
- To improve the achievements of looked after children and other groups of children with specific needs
- To improve access for all children and young people to a range of play and recreational activities

## Making a Positive Contribution

- To ensure children and young people engage in decision making, support the community and contribute to the development of services
- To ensure children and young people develop positive behaviour and are law abiding
- To support children and young people to manage change and challenges successfully

## Achieving Economic Well Being

- To continue to increase the number of young people in further education, employment and training
- To ensure looked after children and other specific groups achieve economic well being
- To ensure children live in decent homes free from low income



# Key Issues for Improvement

The following are the key issues for improvement or further development. They include targets in the Children and Young People's Plan where progress is slow or has been less than satisfactory or where performance has dipped in 2006/07.

As we move forward we intend to give greater priority to our prevention strategy, improving support for parents and carers, to key transitions in children's lives, to improving emotional well being and mental health and to further integration of key services especially the Integrated Youth Support Service.

We recognise that there is further progress to be made in integrating services for disabled children and improving their outcomes.

We will also ensure that we make further improvements for Looked After Children including implementation of the proposals in the Care Matters White Paper.

To support these further developments we will improve our joint commissioning arrangements, and re-organise and co-locate services further as part of our Asset Management Strategy.

## Being Healthy

- Make further progress on the strategy to halt the rise in child obesity
- Increase the percentage of secondary schools with a compliant sex and relationships education programme
- Reduce waiting times for ASD and access to therapy and equipment services
- Improve provision for speech and language therapy
- Increase childcare for disabled children and access to leisure and recreational activities out of school

## Staying Safe

- Reduce re-referrals to the Safeguarding Service
- Reduce the number of first time entrants to the youth justice system
- Reduce the number of LAC placed in residential accommodation or with carers more than 20 miles away
- Ensure the prevention strategy reduces levels of vulnerability and improves gaps in outcomes for vulnerable groups

## Enjoy and Achieve

- Continue to improve standards in the foundation stage for communication, language and learning and standards in writing at Key Stage 1
- Improve attainment at 1 or more A\*-G grades at GCSE and reduce the number of pupils who finish Key Stage 4 without any GCSE qualification
- Close attainment gaps for gender, free school meals (FSM) and non-FSM pupils and some BME groups
- Reduce the number of days lost to secondary education through exclusions
- Continue to improve the attainment of looked after children
- Improve the percentage of SEN statements completed within 18 weeks where medical advice is required



## Key Issues for Improvement

### Making a Positive Contribution

- Improve behaviour and participation in positive activities by reducing the number of first time entrants to the youth justice system and increasing the number of young people effectively supported through the YISP
- Increase participation by disabled children and young people in mainstream activities in and out of school, including youth services and positive activities

### Achieving Economic Well Being

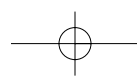
- Improve the number of care leavers in education, employment and training
- Improve the number of care leavers in suitable accommodation
- Continue to reduce the number of school sixth forms with fewer than 170 students
- Improve the number of BME students who are in education, employment and training at age 19
- Increase the number of young people aged 16-19 with learning difficulties or disabilities who are in education, employment and training

### Service Management

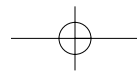
- Implement a coordinated joint commissioning function to ensure effective use of resources
- Maximise the investment opportunities from the ECM: Primary Capital and Building Schools for the Future programmes by developing an integrated vision and strategy
- Ensure that inequalities in access to training and development amongst the children's workforce are reduced

### New Objectives in the Children and Young People's Plan

- Develop a multi-agency parenting strategy as part of the prevention agenda
- Reduce bullying and fear of bullying
- Improve the quality of teaching and learning through better ICT provision
- Improve transitions, including primary to secondary school and transition between services
- Further develop school cluster services to ensure the extended core offer is available and accessible to all children, young people and families who need them, across all parts of the borough



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# Children and Young People's Plan 2007-08



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# Refresh of Objectives 2007

Be Healthy	Stay Safe	Enjoy and Achieve
<ul style="list-style-type: none"> <li>1.1 Increase healthy schools</li> <li>1.2 Halt the rise in obesity among children</li> <li>1.3 Improve access to children's health services</li> <li>1.4 Ensure all children and young people take part in at least 2 hours of high quality Physical Education per week</li> <li>1.5 Reduce teenage conceptions</li> <li>1.6 Schools' sex and relationships education policy</li> <li>1.7 Reduce substance related harm, including cigarette smoking and alcohol, among young people</li> <li>1.8 Integrate school nursing and health visitor services</li> <li>2.1 Improve access to CAMHS</li> <li>2.2 Give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children</li> <li>2.3 Develop the integrated service for disabled children</li> <li>2.4 Improve provision for speech and language, and occupational and physiotherapies</li> <li>2.5 Develop appropriate childcare and respite services for disabled children and their families</li> <li>3.1 Develop integrated services in new Children's Centres and Extended Schools</li> <li>3.2 Increase the availability of health visitor services</li> <li>3.3 Develop a child health promotion programme</li> <li>3.4 Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met.</li> </ul>	<ul style="list-style-type: none"> <li>1.1 Ensure the safe and consistent implementation of national guidelines in relation to child protection</li> <li>1.2 Reduce the number of re-referrals</li> <li>1.3 Ensure that children and young people affected by domestic violence are identified and supported</li> <li>1.4 Develop a Preventative Strategy</li> <li>1.5 Develop more effective earlier intervention strategies</li> <li>1.6 Improve early intervention and prevention through Family Support, Children's Centres and Extended Schools supported by a Parenting Strategy</li> <li>1.7 Develop an agreed and widely understood Information Sharing Strategy</li> <li>1.8 Develop family support services to disabled children</li> <li>1.9 Transition from Children's Services to Adult Services for young people with a disability</li> <li>2.1 Reduce mobility for and ensure effective support of looked after children and unaccompanied asylum seeking children</li> <li>2.2 Expand fostering placements</li> <li>2.3 Provide effective adoption support services</li> <li>2.4 Improve the number of looked after children in foster placements or placed for adoption</li> </ul>	<ul style="list-style-type: none"> <li>1.1 Improve integration of early years education and childcare</li> <li>1.2 Develop effective support for parents and carers, in Children's Centres and Extended Schools, to help vulnerable children aged 0-5</li> <li>2.1 Improve attendance and ensure the Local Authority achieves its attendance targets</li> <li>2.2 Reduce bullying and the fear of bullying</li> <li>2.3 Develop cluster services</li> <li>3.1 Continue to improve educational standards in the foundation stage and at all Key Stages in line with agreed targets</li> <li>3.2 Reduce attainment gaps for all groups of under-achieving pupils</li> <li>3.3 Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils</li> <li>3.4 Reduce fixed term exclusions</li> <li>3.5 Improve the quality of teaching and learning and service delivery through better quality ICT provision</li> <li>4.1 Ensure good progress and attendance of looked after children</li> <li>4.2 Improve the achievement and progress of disabled children and pupils with SEN</li> <li>4.3 Improve the number of supervised juveniles in Education Employment and Training</li> <li>4.4 Improve the percentage of SEN statements completed within 18 weeks</li> <li>5.1 Implement the play strategy</li> <li>5.2 Increase participation in cultural activities for all children and young people</li> <li>5.3 Improve literacy through promotion and support for development of reading</li> </ul>

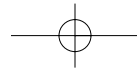


# Refresh of Objectives 2007

Make a Positive Contribution	Achieve Economic Well-being	Service Management
<ul style="list-style-type: none"> <li>1.1 Ensure the Children and Young People's Participation Strategy is embedded</li> <li>1.2 Improve the percentage of LAC who contribute their views</li> <li>1.3 Increase the number of disabled children who feel that their views are taken account of</li> <li>2.1 Reduce the number of first time offenders in the youth justice system and reduce re-offending</li> <li>2.2 Reduce the number of looked after children who receive final warnings and convictions</li> <li>2.3 Improve the range of positive activities for young people, and their participation, through integrated Youth Support Services</li> <li>2.4 Improve social cohesion by engaging more young people in community activities including volunteering and reducing levels of anti-social behaviour</li> <li>3.1 Increase the number of vulnerable children who make a successful transition from primary to secondary school</li> <li>3.2 Improve access for and participation of disabled children and LAC in leisure and out of school activities</li> </ul>	<ul style="list-style-type: none"> <li>1.1 Expand the provision and flexibility of 14-19 education and training</li> <li>1.2 Increase vocational provision</li> <li>1.3 Continue to improve the achievement of level 2 qualifications post 16</li> <li>1.4 Reduce the number of 16-18 year olds not in education, employment or training</li> <li>1.5 Continue to develop the accredited programmes achieved by young people</li> <li>1.6 Implement the September Guarantee so that all 16 year olds have a definite offer of further education, employment or training</li> <li>1.7 Provide summer and other intervention programmes which ensure vulnerable 16 year olds have an appropriate destination</li> <li>1.8 Improve the quality and consistency of school sixth forms</li> <li>2.1 Increase the number of looked after children in further education, employment and training</li> <li>2.2 Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully into education, employment or training</li> <li>2.3 Increase the proportion of 16-19 year olds with learning difficulties and/or disabilities into education employment or training</li> <li>2.4 Increase the uptake of direct payments by families with disabled children</li> <li>2.5 Improve the availability of affordable childcare</li> <li>2.6 Improve the availability of childcare for disabled children</li> <li>2.7 Support more disabled children and those with learning difficulties to engage in work experience</li> <li>3.1 Support parents and carers eligible for child tax credit to claim it</li> <li>3.2 Reduce the number of children that live in homes which do not meet decency standards</li> </ul>	<ul style="list-style-type: none"> <li>1.1 Recruit, develop and retain staff and increase levels of qualifications</li> <li>1.2 Strengthen interagency and inter disciplinary working</li> <li>1.3 Promote integrated leadership and management</li> <li>2.1 Establish Joint Planning and Commissioning arrangements</li> <li>2.2 Develop Joint Planning and Commissioning Strategy and Framework</li> <li>3.1 Develop Integrated Asset Management Strategy</li> </ul>



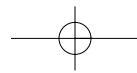
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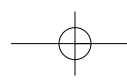


# Action Plans



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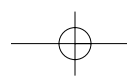




<b>BEING HEALTHY</b>		
<b>Objectives</b>	<b>Performance Measures</b>	<b>Key milestones and timescales</b>
BH 1.1 Increase the proportion of healthy schools	<ul style="list-style-type: none"> <li>95% of schools accredited by 2009</li> <li>100% of schools engaged in the revised programme by 2009</li> </ul>	<ul style="list-style-type: none"> <li>Embed joint working with partner Local Authorities during 2007</li> <li>By September 2007, add new RAG rating measure</li> <li>Continue to coordinate work with other agencies</li> <li>By January 2008, implement revised kite mark procedure</li> <li>By 2009, train all the schools in the revised programme</li> </ul>
BH 1.2 Develop coordinated strategies across all agencies to halt the rise in obesity among children.	<ul style="list-style-type: none"> <li>By 2010, no more than 8.1% reception and 15.9% year 6 children with height and weight recorded will measure as obese compared to a local baseline of 7.2% (reception) and 15% (year 6) for 2006/07 (note: local target - national targets not yet available)</li> <li>% of relevant children in reception and year 6 with height and weight recorded</li> </ul>	<ul style="list-style-type: none"> <li>By Autumn 2007, appoint Community Food Project Worker to work with families</li> <li>By Autumn 2007, evaluate outcomes of obesity prevention work in Chessington cluster to inform future developments</li> <li>By March 2008, develop clear referral pathway for childhood obesity</li> <li>Work with MEND to develop a programme for children with special needs</li> </ul>
BH 1.3 Continue to improve access to children's health services	<ul style="list-style-type: none"> <li>% of children seen within 4 hours in A&amp;E is at least 98% annually</li> <li>100% of families new to the area or newly registered with a GP will be seen by health visiting services within 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the paediatric A and E triage pilot project for effectiveness and cost effectiveness</li> <li>Maintain prompt access to primary care and to out of hours care including accident and emergency</li> <li>In collaboration with other SWL PCTs develop criteria for referral to secondary care for common childhood conditions, to ensure effective and cost effective access to care</li> <li>Ensure Practice Based Commissioning continues to link closely with the Children and Young People's Trust</li> </ul>

## Being Healthy

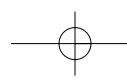
Objectives	Performance Measures	Key milestones and timescales
<p>BH 1.4 Develop the School Sport Partnership to include all schools and improve access to leisure provision for young people to ensure all children and young people take part in at least 2 hours of high quality Physical Education per week</p>	<ul style="list-style-type: none"> <li>By July 2007, 80% of pupils aged 5-16 will be participating in at least two hours of high quality Physical Education per week rising to 90% by July 2009</li> </ul>	<ul style="list-style-type: none"> <li>By May 2007, clear definitions of what constitutes two hours and what is deemed 'high quality' to be agreed and disseminated</li> <li>By July 2008, provide targeted support for developing and monitoring high quality provision across all providers</li> <li>By May 2008, all schools to have developed feasibility plans for increasing curriculum provision in September 2008</li> <li>By September 2007, expand accountability procedures and re-focus work of SSP towards impact and outcomes rather than provision</li> </ul>



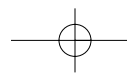
## Being Healthy

Objectives	Performance Measures	Key milestones and timescales
<p>BH 1.5 Continue to meet the targets for reduction in teenage conceptions</p>	<ul style="list-style-type: none"> <li>To achieve an overall 40% reduction in the rate of teenage conceptions by 2010 over the previous ten years</li> <li>The under 18 conception rate per 1000, will reduce to 23.7 in 2007/08 (2006 figures) and 21.1 in 2009/10 (2008 figures)</li> </ul>	<ul style="list-style-type: none"> <li>Sustain and expand KU19 and SHARXX projects from April 2007</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 Policies in place by September 2007</li> <li>From April 2007, improve targeting of information, advice and guidance in specific neighbourhoods with higher rates through making good use of the new Youth Service mobile facility, locating stopping points according to intelligence derived from ward level data</li> <li>From April 2007, promote personal ambition and aspiration as an effective method of reducing conceptions. Ensure all young people have access to 'young people friendly' sexual health services appropriate to their needs</li> <li>Continue under 19s emergency contraception schemes through Enhanced Pharmacy contracts</li> <li>By 2010, ensure all young people have access to free pregnancy testing, counselling and speedy referral to NHS abortion or maternity services</li> </ul>
<p>BH 1.6 Ensure all schools have a compliant sex and relationships education policy and age appropriate programme</p>	<ul style="list-style-type: none"> <li>By July 2008, 100% secondary schools will have a compliant SRE policy in place that has been reviewed within the last 3 years</li> <li>By July 2008, 100% primary schools will have a compliant SRE policy in place that has been reviewed within the last 3 years</li> <li>By July 2008, 100% special schools will have a compliant SRE policy in place that has been reviewed within the last 3 years</li> </ul>	<ul style="list-style-type: none"> <li>By Autumn 2007, additional SRE consultancy time will be agreed by the Teenage Pregnancy Board and schools that have not recently reviewed their policies will be targeted for support.</li> <li>From Autumn 2007, and on-going, all new Healthy Schools applications will be scrutinised to ensure that all SRE policies have been recently reviewed</li> <li>By Spring 2008, complete SRE and Healthy Schools training programme</li> </ul>

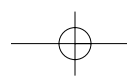
Being Healthy		
Objectives	Performance Measures	Key milestones and timescales
BH 1.7 Continue to implement the Young People's substance misuse strategy to reduce substance related harm, including cigarette smoking and alcohol, among young people	<ul style="list-style-type: none"> <li>By April 2009, increase the number of young people receiving specialist substance misuse services from 65 in 2006/07 to 80</li> <li>16 year olds and above will have outcomes monitored through NDTMS with a target to have 5 substantially reducing substance misuse as measured by NDTMS outcome monitoring September 2007 and annually thereafter</li> <li>20 Young People to attend smoking cessation groups in the year to March 2008 and five to stop smoking by end of group and annually thereafter</li> </ul>	<ul style="list-style-type: none"> <li>Target key staff teams to increase capacity for Tier 1 training from 2007</li> <li>Promote new common referral form and work of ID team among key partner agencies from 2007</li> <li>DAAT Joint Commissioning Manager to monitor number entering treatment and origins of referrals quarterly and report to CYPSP/JCG</li> <li>ID team to run four smoking cessation groups - one during each quarter 2007/08</li> </ul>
BH 1.8 Improve achievement of health outcomes by integrating school nursing and health visitor services into Children Trust arrangements	<ul style="list-style-type: none"> <li>% of women initiating breastfeeding will increase from 86% in 2007 to 92% in 2010</li> <li>Immunisation coverage for 2 year olds will increase from 91% in 2007 to 95% in 2010</li> </ul>	<ul style="list-style-type: none"> <li>By October 2007, there will be an agreement about the future of children's health services provided by the PCT</li> <li>By March 2008, there will be full integration of health visitor services into Children's Centres and the school nursing service into School Cluster arrangements</li> </ul>
BH 2.1 Promote mental health and improve access to CAMHS by developing comprehensive CAMHS, including an integrated multi-agency consultative service (to be reviewed)	<ul style="list-style-type: none"> <li>Increased activity or investment demonstrated during 2007/08</li> <li>No Tier 3 referrals will breach the 13 week rule</li> <li>90% of referrals to FASS will be addressed within 4 weeks</li> <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>	<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 from April 2007</li> <li>Undertake and evaluation of Family Advice and Support Service (FASS) by April 2008</li> <li>Implement the CAMHS self assessment action plan by April 2008</li> <li>By November 2007, establish a protocol between Tier 2 Services and LAC Service to prevent placement breakdown through targeted intervention</li> </ul>



Being Healthy		
Objectives	Performance Measures	Key milestones and timescales
<p>BH 2.2 Continue to give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children</p>	<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 screening within 10 days of initial placement, leading to appropriate treatments as necessary</li> <li>By March 2008 70% LAC will have an individualised Health Passport rising to 100% by March 2009</li> </ul>	<ul style="list-style-type: none"> <li>Maintain compliance with all standards for health assessments, immunisations and dental checks annually</li> <li>By June 2007, all accommodation settings for LAC and UASC have healthy living arrangements in place</li> <li>By April 2008, ensure all newly arrived unaccompanied asylum seeking children have a mental health screening</li> </ul>
<p>BH 2.3 Develop the integrated service for disabled children to ensure more coordinated services are available for disabled children</p>	<ul style="list-style-type: none"> <li>By March 2008, the average waiting time for ASD will be no more than 4 months</li> <li>By March 2008, 80% relevant staff will be relocated into the integrated service rising to 100% by March 2009</li> <li>By March 2008, 40% disabled children will be receiving a co-ordinated family support service rising to 100% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>By May 2007, co-ordinated Information and Advice Service fully operational</li> <li>By October 2007, ASD integrated early support pathway implemented</li> <li>By December 2007, single referral point for new service will be established</li> <li>By March 2008, 6 Consultation events will be held on draft referral pathway</li> <li>By April 2008, new co-located integrated service for children and young people with disabilities and complex health needs will be operational</li> <li>By 2010, all staff will have been trained on the new single referral point and the new ICT system</li> </ul>



Being Healthy		
Objectives	Performance Measures	Key milestones and timescales
BH 2.4 Improve provision for speech and language, and occupational and physiotherapies	<ul style="list-style-type: none"> <li>By March 2008, 50% aged 0-5 will be assessed within 13 weeks of referral rising to 100% by March 2010; if treatment is considered necessary, it will be available immediately</li> <li>By 2010, the number of statutory assessments for Speech and Language will no more than 5 compared to 8 in 2007</li> <li>By 2010, the number of School Action+ packages in mainstream schools will increase to 35 compared to 27 in 2006</li> </ul>	<ul style="list-style-type: none"> <li>By September 2007, we will provide access to the foundation stage screening tool 'Speech Link' in every school and by December 2007 this tool will have reduced inappropriate clinic referrals for children of this age attending school</li> <li>By December 2007, we will have established the role of Speech and Language Therapy Assistants to support School Action+ packages and training</li> <li>By December 2007, we will have an expanded SPLAT (Stay, Play, Learn all together) and EB/EB+ (EarlyBird/Plus) to provide additional new support for parents</li> <li>By October 2007, we will have developed a therapies strategy and by April 2008 we will have consulted and have an implementation plan in place for the strategy</li> <li>From September 2008 we will be operating a new model for referrals which will increase throughput of initial referrals and reduced clinic waiting lists</li> </ul>
BH 2.5 Develop appropriate childcare and respite services for disabled children and their families	<ul style="list-style-type: none"> <li>By March 2008, 198 days of holiday childcare places will be available to disabled children with complex needs for working parents with an additional 180 available by March 2010</li> <li>By 2010, all parents of disabled children aged 5-11 will be able to access appropriate childcare</li> </ul>	<ul style="list-style-type: none"> <li>Increase holiday play scheme provision to 22 days for 9 children through establishing half term provision from October 2007 and February 2008 with Easter holiday provision from 2008</li> </ul>



Being Healthy		
Objectives	Performance Measures	Key milestones and timescales
BH 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	<ul style="list-style-type: none"> <li>All primary schools will have access to childcare from 8am-6pm by 2010</li> <li>All schools will provide the core offer of extended services by 2008</li> </ul>	<ul style="list-style-type: none"> <li>By September 2007, all Clusters will have a named link: Midwife, Health Visitor, School Nurse, Education Welfare Officer(EWO), Education Psychologist, Jobcentre Plus, Early Years Advisor, Childcare Development Advisor, School Improvement Inspector, Mental Health Worker</li> <li>By March 2008, all Children's Centres will offer Healthy Lifestyle projects such as smoking cessation, healthy eating etc</li> <li>By March 2008, all Children's Centres will have access to Jobcentre Plus information and an appointment system in place</li> <li>By 2008, all Children's Centres are delivering midwifery and health visitor services</li> <li>By April 2008, ensure sufficient childcare for school age children on school or linked school sites</li> <li>Children's Information Service will continue to signpost and match parents/carers to appropriate childcare</li> </ul>
BH 3.2 Increase the availability of health visitor services to all children, and in particular to vulnerable children in Children's Centres	<ul style="list-style-type: none"> <li>By March 2009, immunisation coverage for 2 year olds will be 95%</li> <li>100% of families new to the area or newly registered with a GP will be seen by Health visiting services within 2 weeks</li> </ul>	<ul style="list-style-type: none"> <li>Health services provided in all Children's Centres by April 2008 by range of mixed skilled health professionals</li> <li>By September 2007, service redesign proposals agreed by practice based commissioners, PCT commissioners and the PCT Board. This will focus on providing services underpinned by NSF/ECM and NHS modernisation plan, Choosing Health and CaPLNHS</li> <li>Family needs assessment tools reviewed in September 2007</li> </ul>

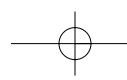
Being Healthy		
Objectives	Performance Measures	Key milestones and timescales
BH 3.3 Develop a child health promotion programme available to all children in a variety of settings	<ul style="list-style-type: none"> <li>By March 2008, 50% of all children will be assessed by a Health Visitor for physical, emotional, social development and family needs by age 1 year rising to 100% by March 2010</li> <li>By 2009, attendance at Baby Café will be at least 90% of breastfeeding mothers</li> <li>Health Visiting team in close liaison with the Primary Care and Midwifery service will increase the numbers of pregnant women who are not smoking at the time of delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote breast feeding in antenatal and post natal period and ensure Health Visitors and NNEBs are trained appropriately</li> <li>Training for Cystic Fibrosis bloodspot ante natal screening from May 2007 and programme to be fully established by April 2008</li> <li>Service redesign proposal focussing on nutrition and behaviour available by September 2007</li> <li>Child health programme available in all Children's Centres and other primary care settings by April 2008</li> <li>At least 20% of Health Visiting Team and School Nursing Team will be trained as smoking cessation counsellors by 2009</li> </ul>
BH 3.4 Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met	<ul style="list-style-type: none"> <li>By March 2008, Community Midwives will be present in 85% of Children's Centres</li> <li>By 2008, capacity will have increased to ensure that 90% of women who want to book at Kingston Hospital will be accommodated</li> <li>The screening standards will continue to be met in line with targets from the National Screening Committee</li> </ul>	<ul style="list-style-type: none"> <li>Allocate Community Midwives to specific Children's Centres to provide an appropriate service to meet families needs, particularly those from disadvantaged groups</li> <li>To recruit staff into post</li> <li>Continue with present screening programme ensure that staff receive ongoing education in screening</li> <li>Ensure that the screening coordinator has sufficient time for her role</li> </ul>

## STAYING SAFE

Objectives	Performance Measures	Key milestones and timescales
<p>SS 1.1 Ensure the safe and consistent implementation of national guidelines in relation to child protection, including domestic violence by all social care and community health staff</p>	<ul style="list-style-type: none"> <li>• Ensure that 100% compliance is achieved with Working Together and London Child Protection Procedures</li> <li>• Ensure that 100% of child protection cases are allocated to a qualified social worker</li> <li>• By April 2008, all social work teams will include, within their establishment, at least one Practice Supervisor</li> <li>• By 2010, the number of children who are the subject of a child protection plan per will reduce by 10% compared to 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Continue robust child protection activity monitoring and quality assurance</li> <li>• By July 2007, review and revise the role of Practice Advisors to strengthen their accountability and quality assurance functions</li> <li>• From April 2007, terms of reference agreed and membership in place of the LSCB</li> <li>• Children and Young People Domestic Violence subgroup of LSCB established by April 2007</li> </ul>
<p>SS 1.2 Reduce the number of re-referrals to ensure children and families who are referred receive an appropriate response</p>	<ul style="list-style-type: none"> <li>• By March 2008, the number of re-referrals occurring within 12 months of the previous referral will reduce from 18.2% to 9% in 2006/07 and to 7% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• A dedicated programme of assessment framework training, including the use of DCSF tools and questionnaires will be delivered during 2007/08 and repeated in subsequent years up to 2010</li> <li>• By April 2007, ensure a dedicated referral and assessment co-ordinator is in post within the Safeguarding Service, Disabled Children's Service and Young People's Service</li> <li>• Co-ordinator recruited and trained by March 2007</li> </ul>

## Staying Safe

Objectives	Performance Measures	Key milestones and timescales
<p>SS 1.3 Ensure that children and young people affected by Domestic Violence are identified and appropriately supported</p>	<ul style="list-style-type: none"> <li>By March 2008, 80% of the children's workforce in Kingston will have received appropriate training to recognise and respond to children and young people who are affected by Domestic Violence rising to 100% by March 2010</li> </ul>	<p>By September 2007, the Domestic Violence Sub Group will complete an audit of:</p> <ul style="list-style-type: none"> <li>existing DV training in Kingston</li> <li>those who should receive such training</li> </ul> <p>and this group will:</p> <ul style="list-style-type: none"> <li>ensure arrangements are in place for all untrained workers to receive appropriate training</li> </ul> <p>The Domestic Violence Sub Group's four task groups:</p> <ul style="list-style-type: none"> <li>DV education and Awareness</li> <li>DV training</li> <li>DV safeguarding responses</li> <li>DV interventions</li> </ul> <p>will meet at least bi-monthly to develop and implement the work plan to meet the needs of those children and young people who are affected, in any way, by domestic violence</p>
<p>SS 1.4 Develop and implement a multi-agency Preventative Strategy</p>	<ul style="list-style-type: none"> <li>By 2010, the number of children requiring a Level 4 statutory social work intervention will reduce by 10% compared to 2007</li> <li>The number of children with a raised concern (flagged) at all levels of vulnerability will increase from 410 at March 2007 to 600 by March 2008 and to 800 by 2010</li> </ul>	<ul style="list-style-type: none"> <li>From August 2007, a programme of training will be implemented to help the children's workforce in Kingston to identify, at the earliest opportunity, children who may have additional needs</li> <li>From June 2007, the use of the CAF and the role of Lead Professional will be fully launched in Kingston</li> </ul>
<p>SS 1.5 Develop more effective earlier intervention strategies that are coordinated by the ASKK system, to ensure fewer referrals to the children's safeguarding service</p>	<ul style="list-style-type: none"> <li>The number of referrals of children in need per 10,000 population will reduce from 729 at March 2007 to 700 by March 2008 and 450 by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>By August 2007, implement system for identifying and targeting children at vulnerability level 3 to prevent them from stepping up to statutory interventions</li> </ul>

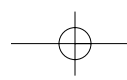


## Staying Safe

Objectives	Performance Measures	Key milestones and timescales
<p>SS 1.6 Improve early intervention and prevention through family support, Children's Centres, Extended Schools supported by a multi-agency Prevention Strategy</p>	<ul style="list-style-type: none"> <li>By March 2008, 80% of schools will be participating in regular information exchange arrangements rising to 100% by March 2009</li> <li>By March 2008, at least 50% of extended school provision will include family support</li> <li>By March 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> <li>By March 2010, there will be a co-ordinated and comprehensive package of parenting support that is multi-agency and covers children and young people aged 0-19</li> <li>By March 2010, all children, young people and their families at vulnerability level 2 and above will receive a co-ordinated package of support which includes parenting support</li> </ul>	<ul style="list-style-type: none"> <li>By September 2007, the 'Positive and Responsible Parenting in Kingston' strategy will be launched and an action plan agreed</li> <li>By September 2007, central Hub of vulnerable children established and capable of delivering detailed reports to schools, clusters and Children's Centres including local need trends. This will inform service development and commissioning to meet local need</li> </ul>
<p>SS 1.7 Develop an agreed and widely understood Information Sharing Strategy</p>	<ul style="list-style-type: none"> <li>By March 2008, 100 completed CAFs will be logged with the ASKK service rising to 300 by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>From April 2007, draft CAF arrangements published and issued for consultation to all stakeholders</li> <li>From May 2007, a three tiered programme of training in Kingston's CAF and information sharing arrangements will be launched</li> <li>By June 2007, the ISA technical solution to support the ASKK service will be live</li> <li>By August 2007, Kingston's CAF arrangements will be published and available online</li> </ul>

## Staying Safe

Objectives	Performance Measures	Key milestones and timescales
<p>SS 1.8 Continue to develop family support services to disabled children</p>	<ul style="list-style-type: none"> <li>By March 2008, 25.5% of estimated number of disabled children to receive domiciliary support rising to 26.5% by March 2010</li> <li>100% of all Family Support Workers will be registered as domiciliary staff with General Social Care Council (2007/08)</li> <li>50% of Family Support staff will be NVQ Level 3 or equivalent qualified by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>By July 2007, undertake review of Family Support Service and develop 3 year Business Plan</li> <li>By August 2007, pilot support to improve leisure access for disabled children and young people with personal care/behavioural needs</li> <li>Strengthen link between Family Support Service and Preventative Strategy to promote increased inclusion</li> <li>From April 2008, integrated assessment processes will underpin all requests for family support</li> </ul>
<p>SS 1.9 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>100% of disabled children who turn 13 in any one year are identified for their transition support needs</li> <li>100% of disabled young people who turn 19 in any one year have completed Transition Plans</li> </ul>	<ul style="list-style-type: none"> <li>Children's and Adult's Services to convene a 6 monthly panel to track the transition progress of all 17 plus year olds, by September 2007</li> <li>Transition Panel membership and terms of agreement to be agreed through TAP (May 2007)</li> </ul>
<p>SS 2.1 Reduce mobility for and ensure effective monitoring and support of looked after children and unaccompanied asylum seeking children</p>	<ul style="list-style-type: none"> <li>From March 2008, fewer than 20% of LAC will be placed more than 20 miles from Kingston compared to 24% at March 2007</li> <li>The number of complaints will reduce by more than 20% from UASC's by 2010</li> <li>At age 18 all looked after unaccompanied asylum seeking children will have accommodation and an employment or training destination</li> <li>Fewer than 9% of looked after children will experience 3 or more placement moves in one year by 2010</li> </ul>	<ul style="list-style-type: none"> <li>Establish by September 2006 minimum quality standards for all semi supported accommodation placements for unaccompanied asylum seeking children (UASC)</li> <li>From April 2007, 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> </ul>



## Staying Safe

Objectives	Performance Measures	Key milestones and timescales
<p>SS 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>	<ul style="list-style-type: none"> <li>• % LAC in residential accommodation will reduce from 27.2% in March 2007 to 26% by March 2008 and 25% by March 2009</li> <li>• There will be 4 specialist placements for young people with challenging behaviour and an additional 8 placements for disabled children by 2010</li> <li>• There will be at least one placement for emergency mother and baby accommodation by 2010</li> <li>• By 2010, there will be a year on year reduction in the percentage of disabled LAC in residential accommodation to no more than 20%</li> <li>• By 2010, 70% of all LAC will be in foster or adoption placements</li> </ul>	<ul style="list-style-type: none"> <li>• By October 2007, establish a recruitment strategy to recruit specialist foster carers</li> <li>• Provide an enhanced training and support programme for all carers</li> <li>• From October 2007, ensure the availability of at least one fostering placement for a young parent and baby</li> </ul>
<p>SS 2.3 Provide effective adoption support services to reduce risk of placement breakdown</p>	<ul style="list-style-type: none"> <li>• By March 2008, 90% of families requesting and assessment for adoption will be assessed within 42 days of referral rising to 100% by March 2010</li> <li>• From March 2008, 100% of children adopted will have Adoption Support Plans in place</li> <li>• There will be no breakdown of adoptive placements</li> <li>• All families affected by adoption are offered support and independent advice</li> <li>• The annual action plan and statement of purpose contains recommendations for adoption service improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake an annual audit of all available provision to ensure the Adoption Support Service meets the needs of adopted children and their adoptive 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>• Ensure annual adoption plans and statements of purpose are signed off by Members and by the Children's Trust Board</li> </ul>

## Staying Safe

Objectives	Performance Measures	Key milestones and timescales
<p>SS 2.4 Improve the number of looked after children in foster placements or placed for adoption</p>	<ul style="list-style-type: none"> <li>• % of LAC aged 10-16 years in foster care of placements will increase from 63% at March 2007 to 65% in March 2008 and to 70 by March 2010</li> <li>• The recruitment of new carers will exceed the number of resignations and terminations of approval each year</li> <li>• 90% of carers will express satisfaction with support arrangements in the annual inspection survey</li> <li>• 100% of kinship carers express satisfaction with support and training</li> <li>• From 2008, 11% of looked after children will be placed for adoption each year</li> </ul>	<ul style="list-style-type: none"> <li>• By December 2007, ensure fees for carers are commercially attractive</li> <li>• By December 2007, provide an improved support and training programme for carers</li> <li>• Develop an improved support programme for kinship carers by April 2008</li> </ul>

## ENJOY AND ACHIEVE

Objectives	Performance Measures	Key milestones and timescales
<p>EA 1.1 Implement the provisions of the Childcare Act 2006</p>	<ul style="list-style-type: none"> <li>By April 2008, we will have secured sufficient childcare provision to meet the demand identified through the childcare sufficiency audit</li> <li>% of Early Education providers offering at least 15 hours per week free early education for all 3 and 4 year olds will rise from 75% at March 2007 to 90% by March 2008 and 100% by March 2010</li> <li>Increase the number of pre-school childcare settings with an Early Years Professional from 20% in March 2008 to 35% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>By October 2007, carry out a detailed Childcare Sufficiency Assessment (CSA) to inform the local childcare market in responding to demand</li> <li>Develop an action plan to address gaps and maintain sufficient provision by April 2008</li> <li>From Summer 2007, provide a training programme to support the delivery of the Early Years Foundation Stage, tailored to meet the needs of the 0-5 childcare sector, including childminders and PVI and Maintained sector providers</li> <li>Provide bursaries through the Transformation Fund for individuals to access EY professional status qualifications from 2007</li> </ul>
<p>EA 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</p>	<ul style="list-style-type: none"> <li>By April 2008, we will have evidence in the SEF that there is increased and effective support for parents and carers in Children's Centres</li> <li>By 2008, we will have evidence in the SEF that vulnerable children 0-5 have made progress in Personal, Social and Emotional development and Communication, Language and Literacy (links to EA 3.1a)</li> <li>By April 2008, year 1 Children's Centres will have evaluated the services provided for parents and carers and by April 2009 all Children's Centres will have evaluated the services provided for parents and carers</li> </ul>	<ul style="list-style-type: none"> <li>By December 2007, year 1(4) Children's Centres will have established support services for parents and carers</li> <li>By April 2008, all Children's Centres will be using the CAF for identifying vulnerable children and have established an effective system for charting their progress and achievement (links to EA 3.1a)</li> <li>By 2008, we will have evidence that all Children's Centres are using the CAF effectively to identify vulnerable children</li> </ul>

## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
EA 2.1 Improve attendance and ensure the Local Authority achieves its attendance targets	<ul style="list-style-type: none"> <li>By July 2008, at least 80% of schools will achieve at least the median benchmark for similar schools</li> <li>By July 2007, there will be no 'Persistent Absentee' school in Kingston reducing from 5% in July 2006</li> <li>By July 2009, secondary schools' average attendance rate is at least 93.5% compared to 93.3% in July 2006</li> <li>By July 2009, primary schools' average attendance rate is at least 95.5% compared to 95.1% in July 2006</li> <li>By July 2009, special schools' average attendance rate is at least 90%</li> </ul>	<ul style="list-style-type: none"> <li>Provide a support programme for the schools that are failing to meet their targets through co-ordinated work between EWOs, School Improvement Inspectors and SIPs by January 2008</li> <li>Expand the programme to disseminate good practice in Kingston schools by January 2008</li> <li>Extend the use of parenting contracts by more schools from September 2007</li> <li>Action Plans for 'Persistent Absentee' schools in place by September 2007</li> <li>Provide a support programme for the schools that are failing to meet their targets through co-ordinated work between EWOs, School Improvement Inspectors and SIPs by January 2008</li> </ul>
EA 2.2 Reduce bullying and fear of bullying in Kingston	<ul style="list-style-type: none"> <li>100% of schools have agreed to implement the new system for recording and reporting of incidents by 2009</li> <li>100% of schools make returns on reported incidents to the LA each term (termly and on-going from December 2007)</li> <li>100% of schools have engaged in training in anti-bullying strategies (by July 2008)</li> <li>100% of OfSTED inspection reports indicate that the outcomes for Staying Safe are Good or Outstanding (annual and on-going)</li> <li>Pupil TELLUS survey indicates that bullying and the fear of bullying is reducing year-on-year</li> </ul>	<ul style="list-style-type: none"> <li>New systems for recording and reporting of significant behavioural incidents agreed, implemented in all schools and linked to the LA (September 2007)</li> <li>Anti-bullying guidance agreed across L&amp;CS and with schools (September 2007)</li> <li>Training programme that addresses serious behavioural incidents and anti-bullying strategies made available to schools in CPD programme (May 2007)</li> </ul>
EA 2.3 Develop extended services to deliver the core offer through cluster working, Children's Centres and Extended Schools	<ul style="list-style-type: none"> <li>From September 2007 the core offer provision is fully accessible in 80% schools and in all schools by September 2009</li> <li>80% of parents of children aged 0-5 in the Children's Centres are satisfied with services</li> <li>No. of vulnerable families using the Children's Centres reflect the % of vulnerable families in the Children's Centres' reach</li> </ul>	<ul style="list-style-type: none"> <li>New cluster arrangements operational from September 2007</li> <li>From September 2007, all clusters develop action plans targeting support for vulnerable children</li> <li>Extended Services Team fully recruited and operational by January 2008</li> <li>From September 2007, a menu of extended services will be available to clusters to support commissioning activity</li> </ul>

## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 3.1a) Continue to improve educational standards in the foundation stage in line with agreed targets</p>	<ul style="list-style-type: none"> <li>• By 2009, children with totals of 78 points or more in Foundation Stage Profile (FSP) rise from 73.7% in 2006 to 82%</li> <li>• By 2009, children scoring 6+ for Personal Social and Emotional Development scales rises from 76.5% in 2006 to 80% in 2009</li> <li>• By 2008, the % scoring 6 or more in all Communication, Language and Literacy (CLL) scales rises from 45.9 in 2006 to 50.8 in 2007 and 54.3</li> <li>• By 2008, the percentage of children achieving 6 or more in all PSED and CLL scales and with a total of 78 points or more in the FSP rises from 44.2 in 2006 to 48 in 2007 to 53</li> <li>• By 2010, the achievement gap narrows between the lowest 20% of children and the rest of the population, (scoring a median point score of 78 points) to less than 30% by 2008 and less than 25%</li> <li>• By 2008, % of boys scoring 6 or better for writing increases from 46% in 2006 to 50%</li> </ul>	<ul style="list-style-type: none"> <li>• By end of 2007, 100% of schools and PVI setting are trained to implement new 0-5 national curriculum</li> <li>• Termly coordinator meetings and the Annual Conference help practitioners to improve provision in relation to FSP scores, in particular for lowest 20% 2007/08</li> <li>• All clusters pool resources and grants to increase support for speech and language development etc</li> <li>• 2007/08 dedicated EY consultant support to Children's Centres develops high quality provision and case studies demonstrate that children achieve well</li> <li>• By September 2007, identify schools/settings where LA targets for PSED or CLL have not been met and agree support package with schools</li> <li>• By October 2007, all settings/schools to attend and implement phonics and early writing INSET</li> <li>• Full time Early Years inspector appointed Summer 2007 to achieve greater alignment of FS advisory work and Childcare advisory work achieved via work programming agreement beginning Autumn 2007</li> <li>• Schools and settings are supported to prepare for extended and flexible hours requirements in September 2008</li> </ul>

## Enjoy and Achieve

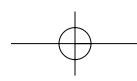
Objectives	Performance Measures	Key milestones and timescales
<p>EA 3.1b) Continue to improve educational standards in the primary stage in line with agreed targets</p>	<ul style="list-style-type: none"> <li>• By 2009, year on year improvements in boys' performance in reading and writing at KS1 results in above average outcomes</li> <li>• In 2007, schools below the national floor target at L4+, reduces to two or less, and is zero by 2009</li> <li>• By August 2009, stretch targets for L5+ are met or exceeded</li> <li>• By 2009, the differentials between core subjects are reduced to less than 10% in all schools</li> <li>• By 2008, 87% of pupils make at least 2 levels of progress across reading, writing, maths and science, KS1-2 and equivalent at FS to KS1</li> <li>• By 2008, 70% of schools' KS1 attainment is in line with expectations or better</li> <li>• By 2008, 80% of schools' teacher assessment and test results show consistency for KS2</li> <li>• By 2008, at least 2 parents per cluster achieve level 2 qualifications, per year</li> <li>• By 2008, 50% of teaching assistants have level 2 qualifications in English and maths</li> <li>• By 2008, Ofsted judges 100% of schools to have satisfactory quality of provision, 90% to have good or better provision and 30% to have outstanding provision</li> <li>• By 2008, 90% of schools and settings have learning programmes in place for top 20% of learners</li> <li>• By 2008, each cluster provides at least one G&amp;T or more able project per year</li> <li>• During 2007/08, 10 family learning programmes take place per cluster, per year</li> </ul> <p>By 2008 Key Stage 2 attainment in</p> <ul style="list-style-type: none"> <li>• English at L4+ will reach 88%</li> <li>• maths at L4+ will reach 88%</li> <li>• science at L4+ will reach 92%</li> </ul> <p>By 2008 Key Stage 2 attainment in</p> <ul style="list-style-type: none"> <li>• English at L5+ will reach 44%</li> <li>• maths at L5+ will reach 46%</li> <li>• science at L5+ will reach 58%</li> </ul>	<ul style="list-style-type: none"> <li>• 2007/08, school projects targeted at improving boys writing are funded, monitored and disseminated to schools</li> <li>• 2007/09, negotiated work agreements drive all work in schools with low attainment, declining achievement or underachievement</li> <li>• Spring/Autumn 2007 training on moderation and data analysis ensures that pupils' progress is improved</li> <li>• 2007/08, training for headteachers and coordinators on Primary Frameworks continues for effective implementation</li> <li>• 2007/08, strategies for challenging and engaging pupils are emphasised in all coordinator meetings</li> <li>• 2007/08, training on the use of provision mapping and new intervention strategies ensure all pupils additional needs are met</li> <li>• By 2008, primary TA training programme is fully established, school based and funded</li> <li>• 2007/08, teaching assistants trained to use Wave 3 materials to target intervention</li> <li>• During 2007/08 targeted focus on gifted, talented and able pupils: ASTs and FSLTs will model good practice in schools, all clusters to appoint a coordinator who will receive training, 10% of schools involved in London Challenge</li> <li>• Study support initiatives result in 90% of schools providing support for learning beyond the school day</li> <li>• 2007/09, case studies used to demonstrate that vulnerable pupils who access extended services achieve well</li> <li>• 2007/08, 3 LA conferences/training on target setting and achievement, 'good to outstanding', outdoor learning and sustainability' and coaching and mentoring strengthen leadership, management and provision</li> </ul>

## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 3.1c) Continue to improve educational standards at Key Stage 3 in line with agreed targets</p>	<ul style="list-style-type: none"> <li>• By 2008, 100% of schools and departments will remain above floor targets for core subjects</li> <li>• By 2008, 2NC levels of progress across the key stage well above average</li> </ul> <p>By 2008, 80% overall attainment at L5+ in core subjects</p> <ul style="list-style-type: none"> <li>• L3-L5 English conversion rate to improve to 50%</li> <li>• L3-L5 maths conversion rate to improve to 56%</li> <li>• L3-L5 conversion rate to improve to 22%</li> <li>• Attainment in English at L5+ will reach 87% by 2008</li> <li>• Attainment in maths at L5+ will reach 86% by 2008</li> <li>• Attainment in science at L5+ will reach 84% by 2008</li> </ul> <p>By 2008, 50% Overall L6+ in core subjects (48% in 2006)</p> <ul style="list-style-type: none"> <li>• L4-L6 Conversion rate in English to improve to 45%</li> <li>• L4-L6 Conversion rate in maths to improve to 80%</li> <li>• L4-L6 Conversion rate in science to improve to 32%</li> <li>• Attainment in English at L6+ will reach 58% by 2008</li> <li>• Attainment in maths at L6+ will reach 72% by 2008</li> <li>• Attainment in science at L6+ will reach 60% by 2008</li> <li>• LA stretch targets achieved</li> </ul> <ul style="list-style-type: none"> <li>• By 2008, SEAL materials established in Y7 PSHE programmes in all schools</li> <li>• By 2008, 100% of core departments will be involved in the assessment for learning and use RAISEonline data analysis to improve targeted intervention and school self evaluation</li> <li>• By 2008, at least 95% of teaching will be at least satisfactory and at least 65% judged good or better in Ofsted inspections</li> </ul>	<ul style="list-style-type: none"> <li>• 2007/08, strengthen transfers and transition Y6 to 7: <ul style="list-style-type: none"> <li>- use of self evaluation toolkit</li> <li>- sharing information on vulnerable groups during Summer term, training for all departments to target at risk groups</li> <li>regular reviews of progress</li> </ul> </li> <li>• 2007/08, support school and department self review, especially via the use of student voice to inform</li> <li>• June 2007, LA provides training for implementation of national intervention strategy and SNS meetings encourage and monitor effective pupil support via: <ul style="list-style-type: none"> <li>- academic review, learning mentors, homework clubs, catch up, use of booster materials etc</li> <li>- introduction of additional needs progression mapping</li> <li>- joint observations with school staff</li> </ul> </li> <li>• 2007/08, LA launches and supports the use of SEAL materials through established networks and in collaboration with primary school partners and cluster working</li> <li>• 2007/08, LA targeted focus on pastoral support systems and positive behaviour management via consultant support</li> <li>• 2007/08, Cluster Link inspectors use local knowledge to encourage school improvement collaborations within and across clusters and use of specialist schools expertise</li> <li>• 2007/08, inspectors and consultants support schools to embed the use of assessment for learning strategies and the effective use of KS3 data to inform transition in to KS4</li> <li>• 2008, 3 LA conferences/training on 'good to outstanding', outdoor learning and sustainability' and coaching and mentoring and termly secondary deputies forum strengthen leadership, management and provision</li> </ul>

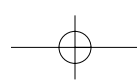
## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 3.1d) Continue to improve educational at Key Stage 4 in line with agreed targets</p>	<p>By 2009</p> <ul style="list-style-type: none"> <li>• 73% of pupils overall attain 5 GCSE A*-C</li> <li>• 65% of pupils gain 5 GCSE A*-C including English and maths</li> <li>• 94% of pupils attain 5 GCSE A*-G including English and maths qualifications</li> <li>• 99% of pupils gain 1 GCSE A*-G</li> </ul> <p>In 2008</p> <ul style="list-style-type: none"> <li>• 100% of schools will remain above national floor target</li> <li>• Gender gap will reduce to 6.8% for 5 GCSE A*-G</li> <li>• Improve 1 A-G in two schools to reach targets</li> <li>• Value added measures between KS2 and KS4 in English improve year on year in 4 target schools</li> <li>• Value added contextual measures between KS3-KS4 in maths and science improve to be in line with national expectation (FFT)</li> <li>• KS2-KS4 and KS3-KS4 conversion rates improve in target schools</li> <li>• Increased number of pupils gaining 5 GCSE A*-C, including English and maths in two target schools so that attainment is in line with expectation</li> <li>• Improve conversion rates in KS3-KS4 L5/6 to GCSE A*-C, particularly in 3 schools</li> <li>• 80% of achievement and provision judged good in school SEF documents and at inspection</li> </ul>	<ul style="list-style-type: none"> <li>• 2007/08, use HODs meetings and managers meetings to focus on: <ul style="list-style-type: none"> <li>- curriculum review and effectiveness</li> <li>- exchange of good practice</li> <li>- personalised learning</li> <li>- effective intervention strategies</li> </ul> </li> <li>• 2007, personalised is strengthened through improved opportunities for WRL and alternative education</li> <li>• 2007/08, provide targeted consultancy support and training to schools which are: <ul style="list-style-type: none"> <li>- based on partnership</li> <li>- drawn from accurate use of data and local knowledge</li> <li>- negotiated and expressed in well focussed work agreements that are closely linked to school priorities</li> <li>- embedding assessment for learning strategies</li> <li>- monitored for impact</li> </ul> </li> <li>• 2007/08, strategy managers ensure effective teaching and learning strategies, including intervention, are promoted through the national strategy are continued into KS4 and regularly monitored by consultants</li> <li>• 2007, LA representative attends 'Expert teacher for G&amp;T' conference and provides training through networks</li> <li>• Consultants attend Study Plus training events in Summer term 2007 and disseminate</li> <li>• 2008, target schools conduct paired observations with the inspectorate to ensure effective teaching and monitoring of learning, including intervention programmes</li> </ul>



## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 3.2 Reduce attainment gaps and improve outcomes for all groups of under-achieving pupils including the highly mobile</p>	<ul style="list-style-type: none"> <li>• Halve the attainment gap between FSM and non-FSM groups</li> <li>• 85% of Children Looked After reach their agreed targets</li> <li>• Improved levels of participation and engagement in Out of Hours activities for vulnerable pupils (as defined by ASKK criteria)</li> <li>• 85% of vulnerable pupils reach their agreed targets</li> <li>• 100% of schools will access and use data to identify under-achieving BME 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 significant behavioural incidents by September 2008</li> <li>• 100% of schools will use the QCA English extended scale as appropriate</li> <li>• 100% of schools will use provision mapping for managing BME provision</li> <li>• BME achievement will be at least in line with their peers nationally by 2010</li> <li>• By 2008/09 the attainment gap between mobile and non-mobile pupils will have narrowed in schools with more than 12% pupil mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Improve schools' ability to identify and support under-achieving vulnerable pupils by December 2008</li> <li>• Improve the system for identification and monitoring of vulnerable pupils to ensure a supportive learning environment by December 2008</li> <li>• Training to enable schools to provide improved multi-agency working to support vulnerable pupils by December 2008</li> <li>• Disseminate best practice in improving achievement for vulnerable groups by July 2008</li> <li>• Improve schools' ability to identify and support under-achieving BME groups from 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 December 2007</li> <li>• Provide training to enable all schools to follow up on racist/behavioural incidents more effectively by April 2008</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> <li>• Ensure additional support for schools with more than 12% pupil mobility</li> </ul>
<p>EA 3.3 Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils</p>	<ul style="list-style-type: none"> <li>• By 2007, 90% of pupils will complete attendance at alternative provision and achieve accredited outcomes rising to 95% in 2009</li> </ul>	<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>



## Enjoy and Achieve

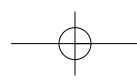
Objectives	Performance Measures	Key milestones and timescales
EA 3.4 Reduced fixed term exclusions	<ul style="list-style-type: none"> <li>No. of days lost to secondary education through fixed term exclusions will reduce from 2773 in 2006 to 2246 in 2007 and no more than 2021 in 2009</li> </ul>	<ul style="list-style-type: none"> <li>Provide revised exclusion guidance to schools by September 2007 including the requirement to provide full-time education from the 6th day of a fixed period exclusion</li> <li>Regular collection of exclusion data from schools</li> <li>Disseminate comprehensive exclusion data to schools on a termly basis</li> <li>Provide school improvement inspectors with termly data in order to monitor the use of exclusions</li> </ul>
EA 3.5 Improve the quality of teaching and learning and service delivery through better quality ICT provision	<ul style="list-style-type: none"> <li>By 2008, 25% of schools will have Managed Learning Environments available for use rising to 100% by 2009</li> <li>By 2007, 10% of schools will be providing remote access for pupils rising to 50% in 2008 and 100% in 2009</li> <li>By Spring 2008, every pupil will have access to a personalised online learning space with the potential to support an e-portfolio</li> <li>By December 2008, all pupils will have remote access to school networks</li> <li>By 2010, every school will have integrated learning and management systems (a comprehensive suite of learning platform technologies)</li> </ul>	<ul style="list-style-type: none"> <li>Establish the Schools' ICT Strategy Group as a vehicle for discussion and decision making from February 2007</li> <li>Engage all schools in a process to develop a strategic vision for ICT that will underpin its use to enhance teaching and learning, improve efficiency and data transfer, facilitate self-evaluation and create a framework for Building Schools for the Future projects and other such activity by December 2009</li> <li>Encourage all schools to use BECTA's ICT Self Review Framework, to participate in the London SLICT course (for Heads and Senior Managers) and to achieve the National ICT Mark from September 2007</li> <li>Pilot provision of remote access for staff and students (via VPN) to school networks in place by September 2007</li> <li>Full roll out of VPN access by December 2008</li> <li>Pilot provision of managed learning environment (MLE) in place by September 2007</li> <li>Identify teacher 'champions' for MLE development by December 2007</li> <li>Organise training programme for teachers in use of MLE by March 2008</li> </ul>

## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 4.1 Ensure good levels of progress and attendance of looked after children</p>	<ul style="list-style-type: none"> <li>• By 2008, at least 30% of LAC will achieve 5 or more grades A* - C at GCSE rising to 35% in 2009</li> <li>• By 2008, at least 65% of LAC will achieve 1 or more grades A* - G at GCSE rising to 70% by 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to expand data sharing with the school improvement service, utilising the ICS Protocol system to provide accurate measures of attainment and potential achievement for all Looked After Children (ongoing)</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> <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 2007 and that regular training is offered developing greater understanding of the needs of LAC</li> <li>• Continue to ensure all Looked After Children's achievements are recorded and celebrated. Individual learning targets are agreed to boost levels of attainment from 2007</li> <li>• 100% of foster carers trained to support learning</li> <li>• Further develop the co-ordination of the support provided to LAC by July 2008</li> </ul>

## Enjoy and Achieve

Objectives	Performance Measures	Key milestones and timescales
<p>EA 4.2 Continue to improve the achievement and progress of disabled children and pupils with SEN</p>	<ul style="list-style-type: none"> <li>• Below level attainment - 1% improvement in % of pupils:               <ul style="list-style-type: none"> <li>- achieving L2 or above at the end of KS1 in reading and maths</li> <li>- achieving L3 or above at the end of KS2 in English and maths</li> <li>- achieving L4 or above at the end of KS3 in English and maths</li> <li>- achieving any passes at GCSE (or equivalent) at the end of KS4</li> </ul> </li> <li>• Total APS scores in Key Stages 1-3 continues to improve for pupils with SEN in core subjects</li> <li>• LA FFT data indicates year on year increase in significant improvement indicators for pupils at School Action+ in KS2 and KS3</li> <li>• By 2008, 4% reduction of young people with SEN/LDD who are NEET</li> <li>• The quality of SEN provision and pupils' progress continues to be judged at least good or better by Ofsted in 97% of schools by 2008</li> <li>• The majority of schools' SEFs judge progress of SEN pupils to be at least good (82% in 2006)</li> <li>• All Special Schools to achieve The Healthy School Award by 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure there is continued regular monitoring of progress of targeted intervention to support individual pupils with SEN/LDD</li> <li>• Continue to promote Provision Management for pupils with SEN/LDD in order to ensure effective monitoring of impact of quality of provision in schools</li> <li>• Extend Provision Management processes into provision for all identified underperforming groups</li> <li>• All schools to undertake self review of provision for different groups including measuring impact in relation to pupil progress which is incorporated into school SEF documentation</li> <li>• Integrated planning and provision for ASD is in place and the role of autism coordinator well established</li> <li>• Pupils with LDD particularly in mainstream schools are well supported at transition and NEET figures for this group continues to reduce (December 2006 83.4% LDD EET; 3.1% not known)</li> <li>• Good post 16 provision is in place at St Philips and Dysart</li> <li>• Arrangements to ensure pupils' actively engaged and able to contribute at Annual Review</li> <li>• Increased/enhanced range of high quality school based resource for SEN available in Kingston from September 2007 (Tolworth Infant School; Latchmere Junior)</li> <li>• Continued analysis of school exclusion data in respect of pupils with SEN/LDD</li> <li>• Collection of P level data</li> </ul>



Enjoy and Achieve		
Objectives	Performance Measures	Key milestones and timescales
EA 4.3 Improve the percentage of SEN statements completed within 18 weeks where medical advice is required	<ul style="list-style-type: none"> <li>By March 2008, 68% of all assessments will be completed within 18 weeks rising to 80% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>By December 2007, systems will be in place to ensure every delayed assessment is monitored at an individual pupil level by the Manager, Statutory Assessment and reported to the SAAG</li> <li>Formal notices will be issued where the assessment is incomplete because of late professional advice, until the outstanding advice is received</li> <li>Overall performance will be reviewed on a quarterly basis</li> <li>By April 2008, the Designated Medical Officer (DMO) will be provided with a monthly monitoring statement to support the co-ordination of medical advice</li> <li>By July 2008, 6-monthly reports will be provided to the Director of Children's Service for discussion with the Chief Executive of the PCT where NHS reports are overdue</li> <li>By 2010, we will have reduced overall caseloads of assessments and advice givers and the number of pupils who have been subject to assessments and have a Statement to less than 1.7%</li> </ul>
EA 4.4 Continue to improve the number of supervised juveniles in EET	<ul style="list-style-type: none"> <li>Each year at least 90% of young people supervised by the YOT will be in EET on completion of their intervention programme and by 2010 94% will be in EET</li> <li>All young people who require a work experience placement will be provided with one</li> <li>All supervised young people aged 16 plus will achieve at least one accredited learning outcome from 2007 onwards. (This has been amended to identify specifically those who leave school without qualification as the target priority group)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to recruit a group of employers and training organisations who will provide supervised work experience placements for hard to place young people</li> <li>Targeted mentoring scheme established with 5 young people receiving a service at any one time in the year 2007/08</li> <li>E-learning work group and individual programmes established that will be offered to all supervised young people aged 16 plus without a qualification. In appropriate cases participation will be made a condition of their community sentence</li> <li>Best practice handbook will be published in 2007</li> </ul>

## Enjoy and Achieve

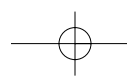
Objectives	Performance Measures	Key milestones and timescales
<p>EA 5.1 Implement the play strategy to increase provision of safe play areas for children</p>	<ul style="list-style-type: none"> <li>No. of hours of appropriate supervision of play areas in parks to rise from 76 at March 2007 to 80 in March 2008 and to 100 by March 2009, to be delivered through the parks and grounds maintenance partner, Quadron Services</li> <li>By March 2008 at least 100 children will be using Dickerage Adventure Playground and by 2010 100 will be using both the new King George's Fields Playground and Dickerage Adventure Playground</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary 'presence in parks' scheme established 2006 Scheme to be reviewed and revived for 2007/08</li> <li>Open King George's Field Playground by August 2008</li> </ul>
<p>EA 5.2 Improve outcomes by increasing participation in cultural activities for all children and young people through provision of a range of high quality cultural opportunities</p>	<ul style="list-style-type: none"> <li>No. of clubs with Clubmark accreditation for sports will increase from 5 in 2006 to 7 at March 2008 and 15 by March 2010</li> <li>Increase Participation in 3 x 30 minutes high quality curricular and extra curricular by young people from 69% in 2007 to 90% by 2010</li> <li>By 2009, 75% of Kingston residents will be within 20 minutes travel time of a range of three different sports facility types, at least one of which has achieved a recognised quality mark (Quest accreditation) compared to 62% in 2006. Triennial national survey on access to quality accredited sports facilities (Active Places)</li> </ul>	<ul style="list-style-type: none"> <li>Establish programme of support for sports clubs to work towards Clubmark accreditation by August 2007</li> <li>Implement the Sports Partnership Plan and the LAA stretch target proposals for participation by children with disabilities to ensure participation rises to meet the target by August 2008</li> <li>Active Places: Quest accreditation will be required for the remaining unaccredited centre (Hawker Centre) as part of contract negotiations by the 2008 measurement deadline</li> </ul>
<p>EA 5.3 Improve literacy through promotion and support for development of reading in children, young people and families.</p>	<ul style="list-style-type: none"> <li>By 2008, 11% of children aged 4-12 will be participating in the reading challenge, rising to 13% by March 2010. This includes 7% of eligible boys in 2008, rising to 9% by March 2010</li> <li>By 2008, 52% of starters will complete the Reading Challenge rising to 54% by March 2010</li> <li>By 2010, the percentage of children receiving the bookstart pack is 100% children aged 7-9 months, 80% aged 18-36 months and 82% aged 3-4 years</li> </ul>	<ul style="list-style-type: none"> <li>In 2007, 2050 children to enter summer reading challenge promoted through libraries. At least 50% to be boys</li> <li>Increase the number of reading clubs; take part in the Youth Fiction Award scheme</li> <li>Deliver an increased number of literacy projects through the new Hook Centre (increase by 5%)</li> </ul>

## MAKING A POSITIVE CONTRIBUTION

Objectives	Performance Measures	Key milestones and timescales
MPC 1.1 Ensure the Children and Young People's Participation Strategy is embedded in the practice of all parts of the Children and Young People's Trust	<ul style="list-style-type: none"> <li>By 2008, at least 13 key issues identified by children and young people will have influenced service developments and delivery rising to at least 15 by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Annually produce a Participation Action Plan with clear targets to implement the agreed Participation Strategy</li> <li>Ensure children, young people, parents and carers continue to have increased opportunities to influence service delivery e.g. LAC, young people from BME groups</li> <li>Establish procedures to receive feedback from children and young people appropriate to age and identified groups on a regular basis</li> </ul>
MPC 1.2 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>By March 2008, at least 95% of looked after children will contribute to their reviews</li> <li>Annually at least 75% of looked after children will express satisfaction with review arrangements</li> </ul>	<ul style="list-style-type: none"> <li>All LAC have the opportunity to contribute their views at annual review, through advocacy and/or other means if necessary</li> <li>Establish a process to raise awareness of all SW and carers in how to support young people in expressing their views by April 2008</li> <li>Ensure the LAC Forum is consulted on all aspects of policy and practice annually</li> <li>Establish a Corporate Parenting Forum by April 2008</li> <li>Where appropriate ensure there is an agreed communication and participation profile for each individual LAC by April 2008</li> </ul>
MPC 1.3 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>100% of all disabled looked after children will continue to be provided with an accessible format and appropriate support to express their views at statutory reviews</li> <li>Disabled young people supported to take part in recruitment through the 'Recruits Crew'</li> <li>Convene at least 4 participation events with disabled children and young people annually</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Participation Officer for disabled children by July 2007</li> <li>Provide training to 'Recruits Crew' members annually</li> </ul>

## Making a Positive Contribution

Objectives	Performance Measures	Key milestones and timescales
<p>MPC 2.1 Continue to reduce the number of first time offenders in the youth justice system and reduce re-offending</p>	<ul style="list-style-type: none"> <li>• By March 2008, no more than 151 young people will have entered the Youth Justice System for the first time in the preceding year</li> <li>• Ensure at least a 10% reduction in first time entrants to the youth justice system year on year</li> </ul>	<ul style="list-style-type: none"> <li>• Performance in the last quarter of 2006/07 has been poor as compared to previous quarters. To address the rising number of first time entrants the YOT will:             <ul style="list-style-type: none"> <li>- review with the Police current diversionary arrangements to monitor their full implementation</li> <li>- re-establish the weekly Youth Clinic scheme whereby the YOT and police make joint decisions about the outcomes of arrests</li> <li>- through the YISP, examine the cases of all young people who enter the youth justice system to identify further potential preventive strategies</li> <li>- from 1 April 2007 boost the staffing capacity of the YISP to assess and plan interventions for 40 additional young people over 2006/07 baseline of 40 cases</li> <li>- draw to the attention of the CDRP the impact of potentially conflicting targets relating to bringing offenders to justice and reducing the number of first time entrants as part of London wide issue (YJB figures suggest a national 26% increase in the criminalisation of young people in 2005/06)</li> </ul> </li> </ul>

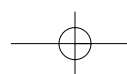


## Making a Positive Contribution

Objectives	Performance Measures	Key milestones and timescales
<p>MPC 2.2 Reduce the number of looked after children who receive final warnings and convictions</p>	<ul style="list-style-type: none"> <li>There will be no more than 1 LAC receiving a final warning or conviction in any 1 year</li> </ul>	<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> <li>The 2006 YOT/LAC protocol continues to set out the required actions needed to minimise the likelihood of offending by LAC</li> </ul>
<p>MPC 2.3 Continue to improve the range of positive activities for young people, and their participation</p>	<ul style="list-style-type: none"> <li>Increase the number of fte places available for young people to participate in the PAYP Project from 9 in 2006, 11 in 2008 and 12 by 2009</li> <li>Through annual surveys and other kinds of feedback at least 90% of young people will express satisfaction with the activities provided and feel their needs are being met</li> <li>Increase the number of young people reached by publicly funded youth services to 32% by 2008</li> </ul>	<ul style="list-style-type: none"> <li>Map provision in the Borough by July 2007</li> <li>Design and develop comprehensive publicity to inform young people on positive activities available, including youth service provision (including third sector provision), sports and arts developments, music and performing arts, extended school service, library service, Connexions, social service assistance, and adult and continuing education by March 2008</li> <li>Web site on publicising positive activities accessible to young people across the Borough by March 2008</li> <li>Annually consult young people on the services available and respond to their views and needs through new service developments, including Integrated Youth Support and Targeted Youth Support Services</li> <li>Develop new service level agreements with voluntary sector to improve range of activities for young people from April 2007</li> </ul>

## Making a Positive Contribution

Objectives	Performance Measures	Key milestones and timescales
<p>MPC 2.4 Improve social cohesion by engaging more young people in community activities through volunteering and reducing anti-social behaviour</p>	<ul style="list-style-type: none"> <li>• Increase the number of young people involved in volunteering from September 2007</li> <li>• Increase the number of targeted young people participating in informal learning opportunities from September 2007</li> <li>• Annually ensure no groups of young people meet the YJB 'gang' descriptor</li> </ul>	<ul style="list-style-type: none"> <li>• Audit of number of young people as volunteers by September 2007</li> <li>• Develop a strategic framework to enable young people to access volunteering opportunities by October 2007</li> <li>• Promote and provide additional volunteering opportunities for young people by January 2008</li> <li>• Develop programmes of activities which engage targeted young people by July 2008</li> </ul>
<p>MPC 3.1 Increase the number of vulnerable children who make a successful transition from primary to secondary school</p>	<ul style="list-style-type: none"> <li>• By July 2008, 97% of pupils supported through the transition project will have no fixed term exclusions in Year 7</li> <li>• By July 2008, 97% of pupils supported through the transition project will have school attendance which is in line with the average attendance of their year group</li> <li>• By May 2007, there will be a 75% increase in the number of primary schools engaging in the transitions scheme as part of an additional pilot programme</li> <li>• By April 2008, 50% of parents of young people engaging in the transitions pilot scheme will have engaged with the supporting families' team to support their child with managing change successfully</li> </ul>	<ul style="list-style-type: none"> <li>• Annually provide material and training to ensure staff can support identified pupils during transition, especially during the Autumn term</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> <li>• Expand the programme to further schools in Kingston to disseminate good practice by April 2008</li> <li>• Expand the support given to parents of those young people engaged with the transition project by April 2008</li> </ul>
<p>MPC 3.2 Improve access for and participation of disabled children and looked after children in out of school and leisure activities</p>	<ul style="list-style-type: none"> <li>• By March 2009, 85% students in special schools aged 5-16 will participate in at least 2 hours high quality PE per week</li> <li>• By March 2009, at least 58 students with LDD will attain level 4 in PE in Year 6</li> <li>• By March 2008, the usage of leisure services by LAC will increase from 160 in 2007 to 300</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot 'Extra Care' support for disabled children with personal care needs to increase their access to leisure services during the Summer holidays - July/August 2007</li> <li>• Collate benchmark data of all disabled children and young people supported by the Inclusion Development Worker to access mainstream leisure/out of school provision throughout 2007/08</li> <li>• Launch 're-activate scheme' by July 2007 to encourage use of leisure facilities (swimming, playschemes, gym usage) by Looked After Children</li> </ul>

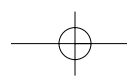


## ACHIEVING ECONOMIC WELL-BEING

Objectives	Performance Measures	Key milestones and timescales
<p>AEW 1.1 Expand the provision and flexibility of 14-19 education and training</p>	<ul style="list-style-type: none"> <li>By 2008 there will be 16 level 1 courses, 78 level 2 courses and 60 level 3 courses increasing by 2009 to 18 level 1, 78 level 2 and 60 level 3</li> <li>By 2008, at least 88% of the 16-19 population will be in post 16 education</li> </ul>	<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>
<p>AEW 1.2 Increase vocational provision and the involvement of local employers in supporting training opportunities and curriculum delivery</p>	<ul style="list-style-type: none"> <li>From 2006 there will be at least a 3% year on year increase in business mentors with 125 involved by July 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>	<ul style="list-style-type: none"> <li>Develop effective links between course providers and employers from September 2006</li> <li>Develop business mentors for all staff delivering vocational courses from September 2007</li> <li>Ensure schools and colleges make full use of LSN funding for placements and training by September 2007</li> <li>The 14-19 Diplomas will be available and in use by 2010</li> <li>Schools and colleges will have specific business links for the delivery of vocational courses</li> </ul>
<p>AEW 1.3 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>There will be a 15% improvement in accreditation at level 2 post 16 by September 2008</li> <li>By July 2008 Kingston schools and Kingston College will achieve 87% and 74% level 2 qualifications respectively rising to 89% and 77% by July 2009</li> <li>The number of level 2 qualifications will increase to 78 by 2009 compared to a baseline of 50 in 2005</li> <li>All students on vocational courses will receive a minimum of 20 days high quality work experience by September 2009</li> <li>The value added achieved in level 2 vocational courses by September 2008 will be at least in line with prior attainment for all students, with a rising trend</li> </ul>	<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 September 2008</li> <li>Provide work experience for all students on level 2 qualifications from September 2006</li> </ul>

## Achieving Economic Well-being

Objectives	Performance Measures	Key milestones and timescales
<p>AEW 1.4 Increase the proportion of 19 year olds with 5 GCSE A*-C passes including English and maths</p>	<ul style="list-style-type: none"> <li>68% of students will achieve an A*-C grade in GCSE maths or equivalent by July 2007 rising to 69% by July 2009</li> <li>75% of students will achieve an A*-C grade in GCSE English or equivalent by 2008</li> <li>Ofsted and LA findings and performance data confirm targeted support for identified pupils is effective in securing achievement consistent with prior attainment</li> </ul>	<ul style="list-style-type: none"> <li>Improve attainment in English and maths 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 continues to be available and its impact monitored by schools for identified pupils during Key Stage 4</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 maths in the 14-19 phase</li> </ul>
<p>AEW 1.5 Further reduce the number of 16-18 year olds not in education, employment or training</p>	<ul style="list-style-type: none"> <li>% of 16-18 year olds not in education, employment or training will be 3.4% or lower annually</li> </ul>	<ul style="list-style-type: none"> <li>By April 2008 the Connexions to local RBK provision transition will successfully take place allowing all partners to have a clear responsibility for working with NEET</li> <li>Continue to improve information sharing practice with all agencies working with the 14-19 age group</li> <li>More interrogation of the statistics to identify specific groups will identify who will need extra and targeted support</li> <li>Staff in the Integrated Youth Support Service will have a collaborative focus and plan to reduce NEET</li> </ul>
<p>AEW 1.6 Continue to develop the accredited programmes achieved by young people</p>	<ul style="list-style-type: none"> <li>By March 2008, 35% and 62% of participants in youth services will have accredited and recorded outcomes respectively rising to 40% and 65% by March 2010</li> </ul>	<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>



## Achieving Economic Well-being

Objectives	Performance Measures	Key milestones and timescales
<p>AEW 1.7 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>• 100% of Year 11 leavers in RBK schools will have an offer of a placement in employment, education or training annually</li> <li>• Annually at least 70 young people will be supported through Positive Activities and other targeted support</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Pan London September Guarantee programme from September 2006</li> <li>• Report termly to the September Guarantee Sub Group on actions planned/ taken to support young people</li> <li>• Ensure an annual survey is carried out of intended destinations for Year 11 students in RBK schools</li> </ul>
<p>AEW 1.8 Improve the quality and consistency of school sixth forms</p>	<ul style="list-style-type: none"> <li>• By academic year 2008/09, 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>• By academic year 2008/09, numbers in sixth forms will increase by 10% from the 2005 baseline</li> </ul>	<ul style="list-style-type: none"> <li>• Review sixth form provision with individual schools during 2006/07 and evaluate their effectiveness and viability</li> <li>• Network areas of strength to support collaboration and improvements in the post 16 offer from September 2007</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 from September 2007</li> <li>• Develop new 14-19 collaborative arrangements in the south of the borough from 2006</li> <li>• Agree with the LSC a set of improved priorities for sixth forms in the schools the local authority maintains by September 2008</li> </ul>

## Achieving Economic Well-being

Objectives	Performance Measures	Key milestones and timescales
<p>AEW 2.1 Increase the number of looked after children in further education, employment and training</p>	<ul style="list-style-type: none"> <li>The proportion of care leavers in EET compared to the local population in EET will be at least 0.85 annually</li> <li>60% of care leavers who have sustained EET over a 12 month period by March 2008 rising to 75% by March 2010</li> <li>100% of identified schools have action plans and training in place by April 2008</li> <li>By 2008 all schools will have achieved their targets</li> <li>100% of LAC and YP will be receiving Information and Guidance on EET by April 2008</li> </ul>	<ul style="list-style-type: none"> <li>LAC and care leavers have an achievable Personal Education Plan in place</li> <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> <li>Establish a baseline figure for monitoring young people offered work experience placements within the local authority</li> <li>Ensure Leaving Care Personal Advisors provide adequate IAG on EET opportunities</li> <li>Tracking of YP to be managed by Connexions</li> </ul>
<p>AEW 2.2 Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully in education, employment or training</p>	<ul style="list-style-type: none"> <li>By March 2008, 90.5% of BME groups aged 16-18 will participate in continuing education, employment or training rising to 91% by March 2010</li> <li>By March 2008, 72% of BME groups aged 19 will participate in continuing education, employment or training rising to 75% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>A report on intended destinations of all BME Year 11 pupils will be provided annually as part of the September Guarantee</li> <li>All BME pupils identified as needing further intensive support will be referred to mentoring and other support schemes from April 2007</li> <li>Target advice and support to identified individuals who are at risk of under achieving from April 2007</li> </ul>
<p>AEW 2.3 Increase the proportion of 16-19 year olds with learning difficulties and or disabilities in education, employment or training</p>	<ul style="list-style-type: none"> <li>By March 2008, 80% of young people with LDD will participate in EET rising to 82% by March 2010</li> <li>Continue to ensure all young people with a statement receive Section 140 (LSC) assessments in Year 11 and post 16 if leaving or entering EET</li> <li>Number of Section 140's completed for young people moving into learning outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Transition Action Group Partnership meets regularly to improve the outcomes for LDD young people</li> <li>Working group from the Transition Action Partnership will provide information, guidance and advice for parents and young people on transition to post 16 education, employment or training by November 2007</li> </ul>

## Achieving Economic Well-being

Objectives	Performance Measures	Key milestones and timescales
<p>AEW 2.4 Increase the uptake of direct payments by families with disabled children</p>	<ul style="list-style-type: none"> <li>Increase in number of families in receipt of direct payments voucher by 50% by March 2010 from baseline of 14 in 2006/07</li> <li>Increase the number of exit interviews conducted per year from 2 in 2007/08 to 6 in 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>Establish criteria for the inclusion of vouchers as a 'direct payment' for the Family Support Service/Sitting Service from April 2007</li> <li>Increase number of families receiving direct payments as an element of assessed care package. CS and S Steering Group combined with Adult Services and KCIL to monitor and report on work to increase uptake of direct payments</li> </ul>
<p>AEW 2.5 Improve the availability of affordable childcare for families with young children</p>	<ul style="list-style-type: none"> <li>By April 2008, Local Authority will have secured sufficient childcare provision to meet the demand identified through the childcare sufficiency audit</li> <li>By September 2009/10, there will be a 50% increase in the number of local and national services/organisations on the database held by the Children's Information Service (CIS)</li> <li>By 2010 enquiries for information to the service will increase by 50% compared to 2006/07</li> </ul>	<ul style="list-style-type: none"> <li>By October 2007 the Early Years and Childcare Service will carry out a detailed childcare sufficiency assessment to support local childcare market to respond to local demand, especially for families on low incomes and those with disabled children</li> <li>Information available will include positive activities for young people by July 2007 and on Family Support providers by 2008</li> <li>The outreach programme will be expanded to target BME parents by 2008/09</li> </ul>
<p>AEW 2.6 Improve the availability of childcare for disabled children and their families</p>	<ul style="list-style-type: none"> <li>By March 2008, 270 days holiday childcare places will be available to disabled children with complex needs for working parents rising to 378 by March 2010</li> <li>By 2010, all parents of disabled children aged 5-11 will be able to access appropriate childcare</li> </ul>	<ul style="list-style-type: none"> <li>Increase holiday play scheme provision to 22 days for 9 children by providing half term provision from October 2007 and February 2008 and an additional 8 days provision from Easter 2008</li> <li>Complete mapping and identification of gaps in childcare and leisure activities for disabled children by June 2007</li> </ul>
<p>AEW 2.7 Continue to support more disabled children and those with learning difficulties to engage in work experience</p>	<ul style="list-style-type: none"> <li>By March 2008, 25 young disabled people will receive work experience increasing to 30 by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Maintain database of suitable work experience venues and staff</li> <li>Support from Transition Team to parents and young people during work experience</li> <li>Young people in 'Recruits Crew' all receive training and support to participate in recruitment of staff</li> <li>Ensure Transition Plans incorporate young person's work experience to aid transition to Adult Services</li> </ul>

## Achieving Economic Well-being

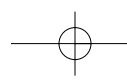
Objectives	Performance Measures	Key milestones and timescales
<p>AEW 3.1 Support parents and carers eligible for Child Tax Credit to claim it</p>	<ul style="list-style-type: none"> <li>By 2010, aim to target 823 families through the outreach programme - an increase of 5% per year from 2006/07</li> <li>By 2008, percentage of eligible population taking up their entitlement to Tax Credits will be 16% increasing to 17% by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>From September 2007, provide a programme of information sessions targeted at the private and voluntary childcare providers in order that they may cascade the information regarding entitlement to the parents accessing the provision</li> <li>By 2009, train additional CIS staff to become more informed about the entitlements of the Tax Credits to support the Outreach programme and visit all parent and toddler groups</li> <li>Expand outreach information sessions through the Extended Schools and the Children's Centres from February 2009</li> </ul>
<p>AEW 3.2 Reduce the number of children that live in homes which do not meet decency standards and reduce the number of children living in temporary accommodation</p>	<ul style="list-style-type: none"> <li>By March 2008, no more than 17% of homes will remain non decent reducing to 6% by 2010 (currently under review)</li> <li>By March 2008, the average length of stay in B&amp;B for households with children or pregnant women will be reduced to 0 weeks compared to 4.5 weeks in 2006</li> </ul>	<ul style="list-style-type: none"> <li>A report to the Executive in October 2007 will inform our likely direction of progress to addressing the investment issues and DH standard</li> <li>A range of options are currently being developed in Kingston to reduce the number of families in temporary accommodation as part of a national initiative</li> </ul> <p>These include</p> <ul style="list-style-type: none"> <li>measures to keep young people in the family home via mediation</li> <li>Sanctuary Scheme offering additional security where families are subject to domestic violence</li> <li>Home Visiting team to settle disputes between landlords and tenants</li> <li>Qualifying offers of settled accommodation in the private sector</li> </ul> <ul style="list-style-type: none"> <li>Performance measures are currently being agreed. These should be in place by Autumn 2007</li> </ul>

## SERVICE MANAGEMENT

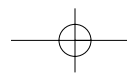
Objectives	Performance Measures	Key milestones and timescales
<p>SM 1.1 Recruit, develop and retain people in the children's workforce and increase their levels of qualifications</p>	<ul style="list-style-type: none"> <li>• All Social Care posts permanently filled with appropriately qualified and experienced staff by March 2008</li> <li>• Over the next 3 years a higher percentage of deputies will take up Headships within RBK</li> <li>• Annually there will be at least 4 NVQ assessments Level 3 in Caring for Children and Young People in private and voluntary sectors compared to a baseline of 1 in 2006/07</li> <li>• 1020 assessed practice learning days in 2007/08 within Children's Social Care reducing to 500 in 2008/09</li> </ul>	<ul style="list-style-type: none"> <li>• Development of recruitment materials and campaigns for the whole of the children's workforce in both statutory and PVI sectors by April 2008</li> <li>• Targeted recruitment and Children's Trust wide campaigns for 'growing own' including developing a succession plan for Head Teacher recruitment, with a focus on a workforce which reflects the RBK community from January 2008</li> <li>• Develop assessment /supervision skills to support supervisors of social work students from April 2007</li> <li>• Develop safe and effective recruitment processes within schools and ensure all schools have attended Safe and Effective recruitment training sessions by March 2008</li> </ul>
<p>SM 1.2 Strengthen inter-agency and multi-disciplinary working and develop new workforce roles</p>	<ul style="list-style-type: none"> <li>• 160 Children's Trust staff, including the voluntary sector, will receive Level 1 Common Assessment Framework Training by March 2008 rising to 200 in each of the next 2 years</li> <li>• By 2008, at least 10 schools will have accessed Level 2 Common Assessment Framework/Vulnerability/Information Sharing training</li> <li>• 60 Children's Trust staff will receive Level 3 Lead Professional Training by March 2008 and in each of the next 2 years</li> <li>• By March 2008, 10 staff will access specialist training provided through secondment arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• From September 2007, recruit CAF Trainer and develop programme to support the Preventative Strategy and in particular roll out training for CAF and Lead Professional</li> <li>• Raise awareness of PVI organisations about CAF / Information sharing from June</li> <li>• Establish an effective local Social Partnership to support new workforce roles in schools to ensure effective consultation with staff and representative groups on school workforce reform by March 2008</li> <li>• By March 2008, all Children's Centre staff have agreed workforce induction and training/development plan in place</li> <li>• Recruit to Workforce Development Advisor posts for primary support staff and specialist support staff to roll out pilot training to identified schools from September 2007</li> <li>• Establish training routes towards new Early Years Professional Status and allocate funding to progress government targets</li> </ul>

## Service Management

Objectives	Performance Measures	Key milestones and timescales
<p>SM 1.3 Promote stronger leadership, management and supervision to ensure effective integrated working</p>	<ul style="list-style-type: none"> <li>• 100% of extended services staff have access to supervision arrangements appropriate to their roles and responsibilities</li> <li>• Maintain 100% of Children's Social Care Managers with appropriate management qualification to comply with Minimum Standards</li> <li>• 2 workers in 2007/08 to successfully achieve YJB Management qualification</li> <li>• By March 2008, 42 managers will have a Level 4 management qualification, compared to 22 at March 2007, and rising to 50 by March 2009</li> <li>• Increased number of PVI organisations accessing programmes for PVI sector - e.g Going for Growth Management Development programme with Kingston College</li> </ul>	<ul style="list-style-type: none"> <li>• Agree with Children's Centres and School Clusters the nature of appropriate supervision arrangements and develop support materials for those managing new workforce roles from April 2008</li> <li>• Support voluntary sector to deliver appropriate induction and training for staff, volunteers and management committees from September 2007</li> <li>• Annual Audit of Children's Social Care Staff to identify those staff required to have management qualifications under National Minimum requirements by September 2007</li> <li>• Target Transformation Fund and integrated training plan and the GSSG to identify existing managers with Level 3 qualification to progress to Level 4</li> <li>• From April 2007, work with providers e.g. Kingston College to identify funding to support access to programmes for PVI sector</li> </ul>
<p>SM 2.1 Review current joint planning and commissioning arrangements and identify resources necessary to establish a jointly funded commissioning team</p>	<ul style="list-style-type: none"> <li>• By September 2007, the scope, structure and funding for 'Unit' agreed by Children's Trust</li> <li>• By December 2007, a joint planning and commissioning function is established</li> <li>• By March 2008, the Trust has further aligned resources, created pooled budgets, and improved decision making to inform service redesign. A particular focus on integrating services for disabled children and identifying opportunities to redirect resources to support the Preventative Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Audit of current joint commissioning groups / joint working within Trust to identify existing capacity completed by August 2007</li> <li>• Establish a Children's Trust Joint Commissioning Sub-Group to provide a strategic lead on issues by September 2007</li> <li>• Identify existing and new resources required to establish Unit suitable to deliver agreed scope by September 2007</li> <li>• Outcome of review recommendation to establish a Unit approved by Trust Board September 2007</li> <li>• Recruitment undertaken or redesignation of existing staff to work within new Unit during October / November 2007</li> </ul>

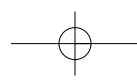


Service Management		
Objectives	Performance Measures	Key milestones and timescales
<p>SM 2.2 Develop a Joint Planning and Commissioning Strategy and Framework to inform commissioning activity within the Trust</p>	<ul style="list-style-type: none"> <li>• Future decisions regarding use of resources to deliver CYPP priorities will be co-ordinated</li> <li>• Resources will be targeted to highest priorities, and include joint de/re/commissioning of services</li> </ul>	<ul style="list-style-type: none"> <li>• Hold Joint Commissioning Group Awayday to develop draft Commissioning Strategy and Framework and prepare Report for Trust Board by April 2007</li> <li>• PCT identify resources for Children's Services by April 2007, enabling total resources to deliver CYPP to be identified</li> <li>• Children's Services Mapping Pilot exercise completed by July 2007</li> <li>• Following consultation a Joint Planning and Commissioning Strategy and Framework is agreed by all partners, including schools and GPs, at Trust Board September 2007</li> </ul>

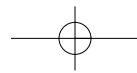


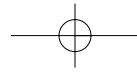
## Service Management

Objectives	Performance Measures	Key milestones and timescales
<p>SM 3.1 Ensure that appropriate asset management decisions are made by the local authority and schools in the context of a prioritised investment plan for individual school sites, and to maximise the opportunities to join up available funding to further develop children's services across the Trust area</p>	<ul style="list-style-type: none"> <li>• Holistic, co-located services are increasingly accessible to children, young people and their families in their local community</li> <li>• The availability of school places is sufficient for future demographic predictions, and educational facilities are appropriate to deliver the 21st Century curriculum and the priorities in the CYPP</li> <li>• DCSF funding for PCP and BSF is secured on a timely basis and maximum benefit is achieved by linking capital projects /funding streams and by accessing other external funding (maximising investment gearing)</li> <li>• From April 2008, School Governing Bodies are able to make informed asset management decisions within the context of the future strategic investment plans for their school</li> </ul>	<ul style="list-style-type: none"> <li>• Refresh data held on Asset Management Database and launch interactive website version for all schools to access September 2007</li> <li>• Undertake market testing to determine if alternative database solution should be procured and applicability to use one system corporately to inform decisions about all L&amp;CS sites by September 2007</li> <li>• Involve all key stakeholders in developing LA Vision and Strategy (including School Organisation Planning) and facilitate schools to develop individual school Visions. Events to be held in June and September 2007 and Strategy to be completed by March 2008</li> <li>• Work closely with Design Consultants to undertake options appraisals for individual sites and determine prioritised list of developments for nursery, primary, secondary and special school sites, maximising opportunities to co-locate services on a single site by March 2009</li> <li>• Engage with health partners to ensure that joint strategic overview of service needs developed and estate options are shared from April 2007</li> <li>• Ensure that regular contact is maintained with DCSF / PfS to ensure that Kingston is operating within latest guidance and to maximise opportunities of securing external funding to support investment plans</li> <li>• Participate fully in RBK-wide review of 'Corporate Landlord' function to ensure that Children's Trust service needs are met and opportunities to maximise use of available estate and funding from June 2007</li> </ul>



*Kingston*  
**Children & Young People's Trust**  
*Making a Difference Together*

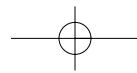




# Performance Management Framework: Summary of Performance Indicators



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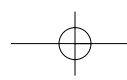


**BEING HEALTHY**

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
BH 1.1 Increase the proportion of healthy schools	% of schools accredited to new standard (LAA)	50%	65%	72%	71%	95% (LAA stretch)	95%
BH 1.1	% of schools working towards the Healthy Schools accreditation (LAA)	70%	80%	88.5%	85%	100% (LAA stretch)	100%
BH 1.2 Develop coordinated strategies across all agencies to halt the rise in obesity among children	% of children with height and weight recorded who were obese in a) Reception b) Year 6	n/a	Baseline to be established	Local baseline: a) Reception, 7.2% b) Year 6, 15%	a) 7.6% b) 15.4%	a) 7.9% b) 15.7%	a) 8.1% b) 15.9%
BH 1.3 Continue to improve access to children's health services	% of children seen within 4 hours in A&E	98%	98%	99.4%	98%	98%	98%
BH 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 of high quality Physical Education per week	% of pupils aged 5-16 participating in at least 2 hours high quality physical education per week	65%	75%	69%	80%	85%	90%

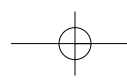
## Being Healthy

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
BH 1.5 Continue to meet the targets for reduction in teenage conceptions	Under 18 conception rate per 1000		26.2 (2005 figures)	26.8 (2005 figures)	23.7 (2006 figures)	22.4 (2007 figures)	21.1(2008 figures)
BH 1.5	No. of neighbourhood sexual health services (LAA)	n/a	1 (LAA)	2	2 (LAA)	3 (LAA)	3
BH 1.5	% access to GUM services within 48 hours of contacting the service (LAA)			71.9% (August 06)	85% (LAA)	100% (LAA)	100%
BH 1.6 Ensure all schools have a compliant sex and relationships education policy and age appropriate programme	% of schools with a compliant SRE policy in place that has been reviewed within the last 3 years a) secondary b) primary c) special	n/a	a) 100% b) 100% c) 100%	a) 50% b) 84% c) 67%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%
BH 1.6	% of maintained schools with a reviewed SRE policy in line with latest guidance (LAA)	n/a	50%	83%	80% (LAA)	100%(LAA)	100%



<b>Being Healthy</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>2005/06 out-turn (academic year 04/05)</b>	<b>2006/07 target (academic year 05/06)</b>	<b>2006/07 out-turn (academic year 05/06)</b>	<b>2007/08 target (academic year 06/07)</b>	<b>2008/09 target (academic year 07/08)</b>	<b>2009/10 target (academic year 08/09)</b>
BH 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	No. of young people receiving specialist treatment for substance misuse (LAA)	20	32	65	70 (LAA)	75 (LAA)	80
BH 1.7	No. of professionals working with children and young people who receive drug and alcohol training	n/a	n/a	50	70	90	90
BH 1.8 Improve achievement of health outcomes by integrating school nursing and health visitor services into Children's Trust arrangements	% of MMR immunisations by the age of 2years (LAA)			91%	95% (LAA)	95% (LAA)	95%
BH 1.8	% of women initiating breastfeeding (LAA)	88%	90%	86%	90.32% (LAA)	90.32% (LAA)	92%

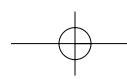
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BH 2.1 Promote mental health and improve access to CAMHS by developing comprehensive CAMHS, including an integrated multi-agency consultative service (to be reviewed)	Progress made towards a comprehensive CAMHS service			Data not yet available - score collated by Durham University			
BH 2.1	No. of full time social workers or related professionals based within the CAMHS (LAA)	3.3	4.3(LAA)	3.3	5(LAA)	6(LAA)	6
BH 2.1	% of Tier 3 referrals meeting 13 week target			100%	100%	100%	100%
BH 2.1	No. of Tier 2 initial contact appointments (cumulative)		115	133	155	185	220
BH 2.2 Continue to give priority to the physical and mental health of looked after children and unaccompanied asylum seeking children	% of newly arrived UASC aged under 18 having a comprehensive health assessment	100%	100%	100%	100%	100%	100%



Being Healthy							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
BH 2.2	% UASC whose screening indicates they require a mental health assessment seen within CAMHS specification targets	100%	100%	100%	100%	100%	100%
BH 2.2	% LAC who have had an annual health check and teeth checked within last 12 months	88%	98%	92.2%	95%	95%	95%
BH 2.2	% LAC with an individualised Health Passport	n/a	n/a	n/a	70%	100%	100%
BH 2.3 Develop the integrated service for disabled children to ensure more coordinated services are available for disabled children	% of children assessed and diagnosed (ASD) within 12 months	n/a	n/a	n/a	100%	100%	100%
BH 2.3	Average waiting time (ASD) consultation	n/a	n/a	n/a	4 months	4 months	4 months
BH 2.3	% of disabled children/ young people receiving a co-ordinated family support service	n/a	n/a	n/a	40%	80%	100%
BH 2.3	% of staff relocated into the Integrated Service	n/a	n/a	n/a	80%	100%	100%

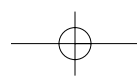
## Being Healthy

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
BH 2.3	% of staff that have been trained on the new single referral point	n/a	n/a	n/a	50%	85%	100%
BH 2.3	% of staff that have been trained on the new ICT system	n/a	n/a	n/a	50%	85%	100%
BH 2.3	No. of children and young people accessing universal services	n/a	n/a	n/a	Establish baseline		
BH 2.4 Improve provision for speech and language, and occupational and physiotherapies	No. of 0-5 year olds assessed in 13 weeks of referral; as necessary treatment immediately			14%	50%	75%	100%
BH 2.4	No. of pupils going outborough for S&L specialist provision	23	2	0	1	1	1
BH 2.4	No. of statutory assessments for S&L		8	8	7	6	5
BH 2.4	No. of School Action+ packages in mainstream schools		27	35	30	30	35
BH 2.5 Develop appropriate childcare and respite services for disabled children and their families	No. of school holiday places for disabled children with complex needs per year	n/a	n/a	180	270	378	378



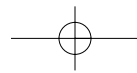
Being Healthy							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
BH 3.1 Develop integrated 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	% of primary schools with access to child care from 8am to 6pm	n/a	n/a	50%	50%	75%	100%
BH 3.1	% of schools where core offer of services is fully accessible			80%	100%	100%	100%
BH 3.2 Increase the availability of health visitor services to all children, and in particular to vulnerable children in Children's Centres	% of MMR immunisations by the age of 2 years (LAA)			91%	95% (LAA)	95% (LAA)	95%
BH 3.3 Develop a child health promotion programme available to all children in a variety of settings	% of children assessed by health visitor for physical, emotional, social development and family needs by the age of 1 year.	n/a	n/a	n/a	50%	75%	100%
BH 3.3	% attendance at Baby Café by breastfeeding mothers			n/a	85%	90%	90%

<b>Being Healthy</b>							
<b>Objectives</b>	<b>Performance Indicators</b>	<b>2005/06 out-turn (academic year 04/05)</b>	<b>2006/07 target (academic year 05/06)</b>	<b>2006/07 out-turn (academic year 05/06)</b>	<b>2007/08 target (academic year 06/07)</b>	<b>2008/09 target (academic year 07/08)</b>	<b>2009/10 target (academic year 08/09)</b>
BH 3.4 Ensure maternity services conform to NSF requirements, capacity is increased to meet demand and screening standards are met	% of Children's Centres with midwife clinics	n/a	n/a	n/a	85%	100%	100%
BH 3.4	% of women accepted for delivery in expanded maternity service	n/a	n/a	90%	95%	95%	95%
BH 3.4	% of women initiating breastfeeding (LAA)	88%	90%	86%	90.32% (LAA)	90.32% (LAA)	92%



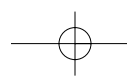
## STAYING SAFE

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.1 Ensure the safe and consistent implementation of national guidelines in relation to child protection, including domestic violence by all social care and community health staff	Initial child protection conferences per 10,000 population U18	15.3	12.8	13.36	12	12	12
SS 1.1	No. on the CPR per 10,000 population	12.8	12	15.3	14	12	12
SS 1.1	Registrations on CPR per 10,000 population	14.4	13.5	12.7	12	12	12
SS 1.1	% of child protection review conferences held on time (BVPI)	100%	100%	100%	100%	100%	100%
SS 1.1	% of re-registrations	13%	13%	5%	5%	5%	5%
SS 1.1	% of de-registrations of children who were on the register for 2 years or more (LAA)	4.7%	6.5% (LAA)	3.1%	6% (LAA)	5% (LAA)	0%
SS 1.1	De-registrations from the CPR of children who had been on the CPR for 2 years+ per 10,000 pop	13.4%	13	10.19	9	7	5



## Staying Safe

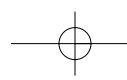
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.1	% of S47 that led to CP conference and was held within 15 days	37.9%	50%	23.4%	50%	60%	70%
SS 1.1	% of child protection register cases NOT allocated to a qualified social worker	0%	0%	0%	0%	0%	0%
SS 1.1	No. of Practice Supervisors in post		n/a	n/a	6	6	6
SS 1.1	% of Children and Young People Domestic Violence Sub-Group meetings scheduled that take place on time		n/a	n/a	100%	100%	100%
SS 1.1	% reduction in the number of children who are subject of a child protection plan		n/a	n/a	5%	7%	10%
SS 1.1	% of first time registrations of the total number of registrations	86.6%	87%	95%	95%	95%	95%



Staying Safe							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.1	Ethnicity of children on the CPR a) White b) Mixed origin c) Asian or Asian British d) Black or Black British	a) 82.5% b) 5% c) 5% d) 7.5%	a) 70% b) 8.3% c) 10.4% d) 4.2%	a) 70% b) 8.3% c) 10.4% d) 4.2%	a) 70% b) 8.3% c) 10.4% d) 4.2%	a) 70% b) 8.3% c) 10.4% d) 4.2%	a) 70% b) 8.3% c) 10.4% d) 4.2%
SS 1.1	Ratio of children on the CPR from minority ethnic groups	0.84	1	1.24	1	1	1
SS 1.1	% reduction in the number of children requiring a Level 4 statutory social work intervention				5%	7%	10%
SS 1.2 Reduce the number of re-referrals to ensure children and families who are referred receive an appropriate response	% of referrals of CIN that led to initial assessments	90.4%	90%	27% (50% if Police 78 activity excluded)	50%	50%	50%
SS 1.2	% of initial assessments within 7 working days of referral	74.8%	85%	81%	87%	90%	95%
SS 1.2	% of core assessments within 35 working days of their commencement	83%	85%	85%	87%	90%	95%

## Staying Safe

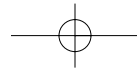
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.2	Core assessments per 10,000 population	33.3	50	53	55	60	70
SS 1.2	% of re-referrals within 12 months	14.8%	10% (LAA)	18.2%	9% (LAA)	8% (LAA)	7%
SS 1.3 Ensure that children and young people affected by Domestic Violence are identified and appropriately supported	% of the children's workforce identified for training who receive DV training.				90%	95%	100%
SS 1.3	% of referrals with domestic violence as a factor			n/a	50%	65%	70%
SS 1.3	% of children on child protection register for more than 2 years where domestic violence is a factor			n/a	0%	0%	0%
SS 1.3	% of core assessments with domestic violence as a factor completed on time and to agreed standard			n/a	90%	95%	100%
SS 1.4 Develop and implement a multi-agency Preventative Strategy	No. of children flagged during the year	119	400	410	600	700	800



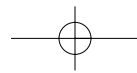
Staying Safe							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.4	No. of lead professionals trained in Kingston's CAF procedures		n/a	n/a	40	80	120
SS 1.5 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 under 18	216	200	729	700	500	450
SS 1.6 Improve early intervention and prevention through family support, Children's Centres, Extended Schools supported by a multi-agency Prevention Strategy	% of Extended Schools providing local access to family support services	n/a	35%	45%	50%	75%	100%
SS 1.6	% of schools participating in regular information exchange arrangements	n/a	n/a	n/a	80%	100%	100%

## Staying Safe

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 1.7 Develop an agreed and widely understood Information Sharing Strategy	No. of completed CAF's logged with the ASKK service	n/a	n/a	n/a	100	200	300
SS 1.8 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		24%	25%	25.5%	26%	26.5%
SS 1.9 Ensure that the transition from Children's Services to Adult Services for young people with a disability is achieved as effectively as possible	% of eligible 13 year olds identified for transition	100%	100%	100%	100%	100%	100%
SS 1.9	% of eligible 19 year olds with completed transition plan		100%	100%	100%	100%	100%

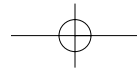


Staying Safe							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 2.1 Reduce mobility for and ensure effective monitoring and support of looked after children and unaccompanied asylum seeking children	Ratio of % of LAC from BME groups to % of children in local population from BME groups	n/a	n/a	1.08	1	1	1
SS 2.1	LAC population per 10,000 pop	28.2	27.2	25.8	25	24	23
SS 2.1	% of LAC reviews held on time	96%	98%	92.85%	100%	100%	100%
SS 2.1	% of LAC under 16 years LA for 2.5 years+ and who had been in the same placement for 2 years +	58.8%	60%	53.8%	60%	65%	70%
SS 2.1	% of LAC allocated to a qualified SW	100%	100%	100%	100%	100%	100%
SS 2.1	% of LAC absent for 25 days+ from school (LAA)	0%	9% (LAA)	7.3%	8% (LAA)	7% (LAA)	6%
SS 2.1	LAC who have had 3+ placements within the last 12 months (LAA)	15%	12% (LAA)	12%	10% (LAA)	8% (LAA)	8%

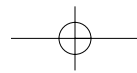


## Staying Safe

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 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	LAC in residential accommodation	30.2%	30%	27.2%	26%	25%	20%
SS 2.2	LAC fostered by friends or relatives	7%	8%	9.9%	11%	12%	13%
SS 2.2	LAC 20 miles+ from their home address from which they were first placed	18%	19%	24%	20%	20%	20%
SS 2.3 Provide effective adoption support services to reduce risk of placement breakdown	% of families requesting an assessment for adoption are assessed within 40 days of referral				90%	95%	100%
SS 2.3	% of children adopted that have adoption support plans in place				100%	100%	100%



Staying Safe							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SS 2.4 Improve the number of looked after children in foster placements or placed for adoption	LAC aged 10-16 at 31 March in foster care placements or placed for adoption			63%	65%	67%	70%
SS 2.4	% of LAC adopted within the year and placed within 12 months of agreeing adoption is the plan for the child	71%	100%	100%	100%	100%	100%
SS 2.4	No. of LAC adopted during the year as a percentage of those LAC 6 months+ (BVPI)	12.3%	10%	10.7%	11%	11%	11%



**ENJOY AND ACHIEVE**

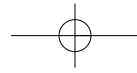
<b>Objectives</b>	<b>Performance Indicators</b>	<b>2005/06 out-turn (academic year 04/05)</b>	<b>2006/07 target (academic year 05/06)</b>	<b>2006/07 out-turn (academic year 05/06)</b>	<b>2007/08 target (academic year 06/07)</b>	<b>2008/09 target (academic year 07/08)</b>	<b>2009/10 target (academic year 08/09)</b>
EA 1.1 Continue to improve the quality, provision and integration of early years education and childcare	% initial registrations of childcare without actions	66.7%	76%	72%	72%	74%	75%
EA 1.1	% of parents able to access childcare, under the provisions of the Childcare Act 2006			Baseline to be identified by 31 October 2007, via a Childcare Sufficiency Assessment	100%	100%	100%
EA 1.1	% of pre school settings with an Early Years Professional			Baseline to be identified by 31 October 2007, via a Childcare Sufficiency Assessment	20%	30%	35%
EA 1.1	% of Early Education providers offering at least 15 hours per week free Early Education to 3 and 4 year olds	n/a	85%	75%	90%	95%	100%

## Enjoy and Achieve

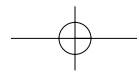
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EA 1.2 Develop effective support for parents and carers, in Children's Centres and Extended Schools, to help vulnerable children 0-5 to enjoy play, achieve educationally and develop socially	% of schools with clear evidence of improvement in the SEF for effective support for families and carers			Baseline to be established	50%	80%	100%
EA 2.1 Improve attendance and ensure the Local Authority achieves its attendance targets	% attendance at a) secondary b) primary c) special schools	a) 93.27% b) 95.02% c) 90.04%	a) 93.3% b) 95.1% c) 90%	a) 92.8% b) 94.9% c) 90.6%	a) 93.3% b) 95.1% c) 90%	a) 93.3% b) 95.1% c) 90%	a) 93.5% b) 95.5% c) 90%
EA 2.1	% of half days missed due to total absence in secondary schools maintained by the LA (BVPI)	6.74%	6.8%	7.17%	6.8%	6.8%	6.8%
EA 2.1	% of half days missed due to total absence in primary schools maintained by the LA (BVPI)	4.98%	5%	5.1%	5%	5%	5%
EA 2.1	% of schools achieving at least national median benchmark for similar schools	60%	55%	60%	70%	75%	80%

## Enjoy and Achieve

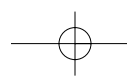
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EA 2.1	No. of schools identified by DCSF as 'Persistent Absentee' schools	n/a	4	2	2	0%	0%
EA 2.2 Reduce bullying and fear of bullying in Kingston	% of schools' anti-bullying strategies that have been revised to take into account new RBK systems for reporting incidents	n/a	n/a	n/a	n/a - baseline to be established	100%	100%
EA 2.2	% of schools making returns on reported incidents to the LA each term (termly and on-going from December 2008)	n/a	n/a	n/a	100% racist incidents 20% all bullying incidents	100% racist incidents 50% all bullying incidents	100% racist incidents 80% all bullying incidents
EA 2.2	Pupil TELLUS survey indicates that bullying and the fear of bullying is reducing year-on-year	n/a	n/a	n/a	baseline figure established	>10% reduction on baseline figure	>10% reduction on baseline figure
EA 2.2	% of schools engaging in training in anti-bullying strategies	n/a	n/a	n/a	50%	100%	100%
EA 2.2	% of OfSTED inspection reports that indicate the outcomes for Staying Safe are good or outstanding	n/a	100%	100%	100%	100%	100%



Enjoy and Achieve							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 2.3 Develop extended services to deliver the core offer through cluster working, Children's Centres and Extended Schools	% of schools where core offer of services is fully accessible			80%	100%	100%	100%
EA 2.3	% of parents of children aged 0-5 in the Children's Centres satisfied with services				Establish baseline	80%	85%
EA 2.3	% of members from the following vulnerable groups with whom the Children's Centre establishes contact <ul style="list-style-type: none"> <li>• Teenage mothers and pregnant teenagers</li> <li>• Children in BME groups</li> <li>• Disabled children and children of disabled parents</li> <li>• vulnerability level 4</li> </ul>				Establish baseline	% reflects local population composition	% reflects local population composition



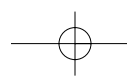
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EA 3.1 Continue to improve educational standards in the foundation stage and at all key stages in line with agreed targets	<b>Foundation Stage</b> % of children with total of 78 points or more in Foundation Stage Profile (FSP)		77%	73.7%	78.4%	81%	82%
EA 3.1	% of children achieving 6 or more in all PSED and CLL scales and with a total of 78 points or more in the FSP		47.2%	44.2%	48%	53%	54%
EA 3.1	The achievement gap between the lowest 20% of children and the rest of the population, (scoring a median point score of 78 points)		33.3%	37.1%	33.5%	29.7%	25%
EA 3.1	% of schools gaining at least: a) satisfactory b) good c) outstanding judgements for quality and standards at Ofsted inspections	a) 95% b) 75% c) n/a	a) 95% b) 75% c) n/a	a) 100% b) 82% c) n/a	a) 100% b) 93% c) 20%	a) 100% b) 97% c) 27%	a) 100% b) 100% c) 30%



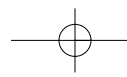
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EA 3.1	% of settings gaining at least: a) satisfactory b) good c) outstanding judgements for care and education		a) 85 b) 60 c) 0	a) 100 b) 69 c) 10	a) 100 b) 80 c) 15	a) 100 b) 85 c) 20	a) 100 b) 90 c) 25
EA 3.1	<b>KS1</b> % of pupils achieving Level 2+ in a) reading b) writing c) maths d) science  % of pupils achieving Level 3+ in a) reading b) writing c) maths d) science	a) 88% b) 87% c) 95% d) 93%	a) 90% b) 93% c) 95% d) 93%	a) 87% b) 85% c) 94% d) 94%	a) 88% b) 87% c) 95% d) 94%	a) 89% b) 88% c) 95% d) 95%	a) 89% b) 88% c) 95% d) 95%
		a) 35% b) 20% c) 34% d) 33%	a) 35% b) 20% c) 34% d) 33%	a) 35% b) 18% c) 32% d) 32%	a) 36% b) 20% c) 34% d) 33%	a) 36% b) 21% c) 34% d) 33%	a) 37% b) 22% c) 35% d) 34%

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 3.1	<p><b>KS2</b> % achieving Level 4+ at KS2 in</p> <p>a) English (BVPI) b) maths (BVPI) c) science</p> <p>% of pupils achieving Level 5+ at KS2 in</p> <p>a) English (BVPI) b) maths (BVPI) c) science</p>	<p>a) 86% b) 82% c) 89%</p> <p>a) 35% b) 40% c) 54%</p>	<p>a) 88% b) 86% c) 89%</p> <p>a) 44% (LAA) b) 42% (LAA) c) 54%</p>	<p>a) 86% b) 82% c) 91%</p> <p>a) 42% b) 44% c) 56%</p>	<p>a) 87% b) 87% c) 91%</p> <p>a) 41% b) 44% c) 57%</p>	<p>a) 88% b) 88% c) 92%</p> <p>a) 44% (stretch LAA) b) 46% (stretch LAA) c) 58%</p>	<p>a) 88% b) 88% c) 92%</p> <p>a) 43% b) 45% c) 58%</p>
EA 3.1	<p>KS2 average points score in</p> <p>a) English b) maths</p>	<p>a) 28.1 b) 28.2</p>	<p>a) 28 b) 28</p>	<p>a) 28.4 b) 28.3</p>	<p>a) 28 b) 29</p>	<p>a) 28 b) 29</p>	<p>a) 28 b) 29</p>
EA 3.1	<p><b>KS3</b> % of pupils achieving L5+ at KS3 in core subjects and ICT (BVPI)</p> <p>% of pupils achieving L6+ at KS3 in core subjects</p>	<p>En: 80% Ma: 82% Sc: 79%</p> <p>En: 51% Ma: 67% Sc: 54%</p>	<p>En: 83% Ma: 84% Sc: 83%</p> <p>En: 52% Ma: 67% Sc: 54%</p>	<p>En: 84% Ma: 84% Sc: 81%</p> <p>En: 56% Ma: 70% Sc: 58%</p>	<p>En: 83% Ma: 84% Sc: 82%</p> <p>En: 56% Ma: 70% Sc: 57%</p>	<p>En: 86% Ma: 85% Sc: 82%</p> <p>En: 58% Ma: 70% Sc: 58%</p>	<p>En: 87% Ma: 85% Sc: 83%</p> <p>En: 59% Ma: 71% Sc: 59%</p>



Enjoy and Achieve							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 3.1	<b>KS4</b> % of pupils achieving GCSE and equivalent a) 5+ A*-C b) 5+ A*-C (inc. English and maths) c) 5+ A*-G d) 5+ A*-G (inc. English and maths) e) 1+ A*-G	a) 67.6% b) 60.9% c) 92.4% d) 90.9% e) 97.6%	a) 66.4% b) 59.6% c) 90.3% d) 88.9% e) 97.0%	a) 66.9% b) 57.7% c) 89.7% d) 88.4% e) 96.9%	a) 70.3% b) 63.7% c) 94% d) n/a e) 98%	a) 71.5% b) 64.1% (stretch LAA) c) 94.2% d) 93% e) 98%	a) 73% b) 65% c) 95% d) 94% e) 99%
EA 3.1	% of pupils achieving Key Stage 3 level 5 maths who then achieve GCSE A*-C in maths		24%	21%	30%	35% (LAA)	35%
EA 3.1	% of 15 year old pupils achieving a) 5+ GCSEs at grades A*-C b) 5+ GCSE grades A*-G including English and maths (BVPI)		a) 70% b) n/a	a) 67.9% b) 89.2%	a) 70.3% b) 93%	a) 71.5% b) 93%	a) 73% b) 93%
EA 3.1	No. of schools that achieve the national average for pupils attaining 5+ GCSE at grade A*-G at end of KS4	6	10	7	10	10	10



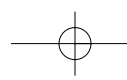
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EA 3.2 Reduce attainment gaps and improve outcomes for all groups of under-achieving pupils including the highly mobile	% gap between FSM and non-FSM groups a) KS2 English b) KS2 maths c) KS4 A*-C			a) 26.1% b) 32.3% c) 34.5%	a) 23% b) 29% c) 31%	a) 19% b) 25% c) 28%	a) 15% b) 22% c) 24%
EA 3.2	% of schools with clear evidence of progress and achievement for vulnerable groups			Baseline to be established	50%	80%	100%
EA 3.2	% of Children Looked After reaching their agreed targets			70%	80%	85%	85%
EA 3.2	% of vulnerable pupils engaging in Out of Hours activities (as defined by ASKK criteria)			75%	85%	90%	90%
EA 3.2	% of vulnerable pupils reaching their agreed targets			70%	80%	85%	85%
EA 3.2	The number of significantly sized BME groups making significantly better progress than expected when compared to similar pupils at KS2 (average level for all core subjects)			4 of 8 groups	5 of 8 groups	6 of 8 groups	7 of 8 groups

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 3.2	The number of significantly sized BME groups making significantly better progress than expected when compared to similar pupils at KS4 (5 A*-C inc. English and maths )			0 of 8 groups	1 of 8 groups	2 of 8 groups	3 of 8 groups
EA 3.3 Continue to develop alternative education programmes and intervention strategies for raising the achievement of vulnerable pupils	% of pupils who complete attendance at alternative provision and achieved accredited outcome		80%	84%	90%	90%	95%
EA 3.4 Reduce fixed term exclusions	No. of days lost to secondary education through fixed term exclusions	2773	2496	2666	2246	2021	1820
EA 3.4	No. of pupils permanently excluded during the year from all schools per 1000 pupils	0.43	0.68	0.54	0.6	0.6	0.6
EA 3.5 Improve the quality of teaching and learning and service delivery through better quality ICT provision	% of schools having MLE available for use	n/a	0%	0%	0%	25%	100%

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 3.5	% of schools providing remote access for pupils	n/a	0%	0%	10%	50%	100%
EA 4.1 Ensure good levels of progress and attendance of Looked After Children	a) % LAC achieving 5+ A*-C at GCSE b) % LAC achieving 1+ A*-C at GCSE	a) 15% b) 62%	a) 18% b) 65%(LAA)	a) 14.3% b) 57%	a) 25% b) 65%(LAA)	a) 30% b) 65%(LAA)	a) 35% b) 70%
EA 4.1	No. care leavers 16+ with at least a) 5 GCSEs at grades A*-C b) 1 GCSE at grades A*-G		a) 2 b) 6	a) 1 b) 3	a) 2 b) 2	a) 2 b) 3	a) 2 b) 4
EA 4.1	% care leavers 16+ with at least a) 5 GCSEs at grades A*-C b) 1 GCSE at grades A*-G	a) 20% b) 68%(LAA)	a) 20% b) 68%(LAA)	a) 16.7% b) 50%(LAA)	a) 17% b) 70%(LAA)	a) 18% b) 72%(LAA)	a) 19% b) 75%
EA 4.1	% LAC sitting at least 1 GCSE	57.1%		57.1%	65%	67%	70%
EA 4.2 Continue to improve the achievement and progress of disabled children and pupils with SEN	% of schools where the quality of SEN provision is judged by Ofsted as a) at least good b) outstanding	a) 86 % b) 0 %	a) 90% b) 4 %	a) 90 % b) 14 %	a) 95 % b) 18 %	a) 97 % b) 30 %	a) 100% b) 44%



Enjoy and Achieve							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 4.2	a) % of pupils who begin KS2 at L1 in English achieving L3 by end of Key Stage b) % of pupils who begin KS2 at L1 in maths achieving L3 by end of Key Stage c) % of pupils who begin KS3 at L2 in English achieving L4 by end of Key Stage d) % of pupils who begin KS3 at L2 in maths achieving L4 by end of Key Stage	a) 78%  b) 82%  c) 50%  d) 25%	a) 78%  b) 82%  c) 50%  d) 25%	a) 80% (reading) 89% (writing) b) 75%  c) 50% (6 pupils)  d) 100% (8 pupils)	a) 79%  b) 83%  c) 51%  d) 26%	a) 79%  b) 83%  c) 51%  d) 26%	a) 81%  b) 84%  c) 52%  d) 27%

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 4.3 Improve the percentage of SEN statements completed within 18 weeks where medical advice is required	% of proposed statements of Special Educational Need issued by the authority and prepared within 18 weeks a) excluding exceptions (BVPI) b) including exceptions (medical advice) (BVPI)	a) 100% b) 68.06%	a) 100% b) 75%	a) 100% b) 48.57%	a) 100% b) 68%	a) 100% b) 75%	a) 100% b) 80%
EA 4.4 Continue to improve the number of supervised juveniles in EET	Average % of supervised juveniles in EET on conclusion of their intervention per year	90%	88%	90%	90%	92%	94%
EA 5.1 Implement the play strategy to increase provision of safe play areas for children	No. of hours per 1000 population of appropriate supervision of play areas in parks	n/a	60	76	80	100	100
EA 5.1	No. of children and young people using Dickerage Adventure Playground	n/a	80	80	100	100	100
EA 5.1	No. of children using new King George's Fields Playground	n/a	n/a	n/a	n/a	100	100

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 5.2 Improve outcomes by increasing participation in cultural activities for all children and young people through provision of a range of high quality cultural opportunities	No. of Sports Clubs with Clubmark accreditation	n/a	5	5	7	10	15
EA 5.2	No. of participations of children and young people in sports in curriculum and after school through the Community Sports Coach Programme	n/a	n/a	2750	3000	3250	3500
EA 5.2	% of Local Authority sports facilities reaching the QUEST standard for sports facilities		60%	60%	80%	100%	100%
	No. of swims in RBK leisure centres swimming pools by children aged 0-4 years	n/a	n/a	14367	14500	14750	15000

## Enjoy and Achieve

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
EA 5.3 Improve literacy through promotion and support for development of reading in children, young people and families	No. of children taking part in Summer reading challenge		1905	2050	2100	2150	2200
EA 5.3	% of children taking part in reading challenge a) aged 4-12  b) eligible boys aged 4-12 c) completing the reading challenge	n/a	n/a	n/a	a) 11% b) 7% c) 52%	a) 12% b) 8% c) 53%	a) 13% b) 9% c) 54%
EA 5.3	% of children in receipt of Bookstart packs a) 7-9 months (bookstart) b) 18-36 months (bookstart plus) c) 3-4 years (My Treasure Chest)	n/a	n/a	n/a	a) 100% b) 77% c) 98%	a) 100% b) 80% c) 100%	a) 100% b) 82% c) 100%

## MAKING A POSITIVE CONTRIBUTION

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
MPC 1.1 Ensure the Children and Young People's Participation Strategy is embedded in the practice of all parts of the Children and Young People's Trust	No. of key issues being identified annually by children and young people that have influenced service delivery (LAA)	9	8(LAA)	12	13(LAA)	14(LAA)	15
MPC 1.1	Formal member meetings at which young people play an active role	13	8(LAA)	13	9(LAA)	10(LAA)	12
MPC 1.1	No. of Youth Forums held	20	10(LAA)	18	11(LAA)	12(LAA)	12
MPC 1.1	% of young people voting in the national Youth Parliament		35%(LAA)	47%	38%(LAA)	40%(LAA)	42%
MPC 1.2 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 reviews	91%	95%	89.7%	95%	95%	95%
MPC 1.2	% of LAC expressing satisfaction with their review arrangements		n/a	75%	75%	78%	80%

## Making a Positive Contribution

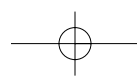
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
MPC 1.3 Increase the number of disabled children who feel that their views are taken account of in service developments	% of full time LAC with accessible format	100%	97%	100%	100%	100%	100%
MPC 1.3	% of disabled children and young people attending holiday activities that were consulted	60%	66%	66%	69%	72%	75%
MPC 1.3	No. of appointments per year through the 'Recruits Crew' involving disabled young people		n/a	6	8	9	10
MPC 1.3	No. of participation events with disabled children held per year		n/a	4	4	4	4
MPC 2.1 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 (LAA)	161	121(LAA)	168	118(LAA)	115(LAA)	126

## Making a Positive Contribution

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
MPC 2.1	No. of children aged 8-13 years with assessment and planned intervention targeted by YISP			40	80 (LAA)	80 (LAA)	
MPC 2.2 Reduce the number of looked after children who receive final warnings and convictions	LAC aged 10+ who receive final warning or conviction as ratio of all children aged 10+ given final warning and convicted in police force area	n/a	1	0	1 2.4% (LAA)	1 2%(LAA)	1
MPC 2.3 Continue to improve the range of positive activities for young people, and their participation	No. of fte places available for young people to participate in the PAYP Project	9	10(LAA)	10	11(LAA)	12(LAA)	12
MPC 2.3	% of young people aged 13-19 reached by publicly funded youth services	28.4%	25%	30.2%	32%	33.5%	35%
MPC 2.3	No. of ASBOs made in respect of young people 17 years and under in any one year (LAA)	6	4(LAA)	1	3(LAA)	2(LAA)	1
MPC 2.3	No. of ABCs made in respect of young people 17 years and under (LAA)	46	37(LAA)	7	39(LAA)	41(LAA)	

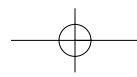
## Making a Positive Contribution

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
MPC 2.4 Improve social cohesion by engaging more young people in community activities through volunteering and reducing anti-social behaviour	No. of young people involved in volunteering	n/a	n/a	n/a	Baseline established	5% increase	5% increase
MPC 2.4	No. of targeted young people achieving a recorded outcome	n/a	n/a	n/a	Baseline established	5% increase	5% increase
MPC 2.4	No. of groups of young people identified from consolidated intelligence reports reported who meet the YJB 'gang' descriptor	n/a	n/a	1	0	0	0
MPC 3.1 Increase the number of vulnerable children who make a successful transition from primary to secondary school	No. /% of pupils supported through the transition project with no fixed term exclusions in Year 7	86%	119 88%	141 97%	175 97%	195 97.5%	195 97.5%



## Making a Positive Contribution

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
MPC 3.1	No. /% of pupils supported through transition project whose school attendance is in line with the average attendance of year group		n/a	n/a	175 97%	195 97.5%	195 97.5%
MPC 3.2 Improve access for and participation of disabled children and looked after children in out of school and leisure activities	No. of teams for young people with disabilities entered into London Youth Games	n/a	2	2	4	4	5
MPC 3.2	No. of usages by LAC of Reactive card (leisure discounts for LAC)			160	300	450	625
MPC 3.2	No. of children and young people with disabilities accessing sports through the Community Sports Coach scheme	n/a	n/a	330	350	375	400



## Making a Positive Contribution

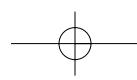
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MPC 3.2	% of school students in special schools aged 5-16 participating in at least 2 hours of high quality PE and school sport per week (LAA)	n/a		n/a	Establish baseline	65% (LAA) 85% (stretch LAA)	
MPC 3.2	No. of school students with special educational needs or disabilities attaining level 4 in year 6 in PE (LAA)	n/a		n/a	Establish baseline	20 (LAA) 58 (stretch LAA)	

## ACHIEVING ECONOMIC WELL-BEING

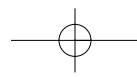
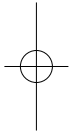
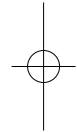
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 1.1 Expand the provision and flexibility of 14-19 education and training	a) No. of Level 1 courses met	10	12	14	16	18	18
	b) No. of Level 2 courses met	50	60	74	78	78	78
	c) No. of Level 3 courses met	50	55	55	60	64	64
AEW 1.2 Increase vocational provision and the involvement of local employers in supporting training opportunities and curriculum delivery	No. of employers involved in supporting training opportunities and curriculum delivery	n/a	86	120	125	125	125
AEW 1.3 Continue to improve the achievement of Level 2 qualifications post 16 so that more 19 year olds are qualified to this level	% achievement of Level 2 qualifications by age 19	n/a	n/a	a) 84.1% b) 68%	a) 85% b) 70%	a) 87% b) 74%	a) 89% b) 77%
	a) Kingston schools b) Kingston College						
AEW 1.4 Increase the proportion of 19 year olds with 5 GCSE A*-C passes including English and maths	% of young people achieving 5 A*-C (or equivalent) including English and maths by age 19	59.1%	63.8%	67.7%	68%	68%	69%

## Achieving Economic Well-being

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 1.5 Further reduce the number of 16-18 year olds not in education, employment or training	% of 16-18 year olds NEET	3.5%	3.5 (LAA)	3.3 (LAA)	3.5 (LAA)	3.4 (LAA)	3.3
AEW 1.6 Continue to develop the accredited programmes achieved by young people	% of youth service participants receiving an accredited award		30%	33%	33%	34%	35%
AEW 1.6	% of young people aged 13-19 gaining a recorded outcome compared to % of young people participating in youth work in the local authority area (BVPI)	58%	60%	60%	62%	65%	65%
AEW 1.6	% of young people aged 13-19 gaining an accredited outcome compared to % of young people in the local authority area (BVPI)	28%	30%	35%	35%	37%	40%

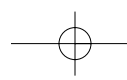


Achieving Economic Well-being							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 1.7 Implement the September Guarantee so that all 16 year olds have a definite offer of further education, employment or training	% of Year 11 students from Kingston schools receiving an offer of a place in EET	100%	100% (LAA)	100%	100% (LAA)	100% (LAA)	100%
AEW 1.7	No. of young people involved in targeted PAYP and Summer Activity Programmes	66	65 (LAA)	65	70(LAA)	75 (LAA)	80
AEW 1.8 Improve the quality and consistency of school sixth forms	a) lowest number in any 6th form (September)	78	110	111	120	150	170
	b) No. of 6th forms with less than 170 students	4	3	3	1	1	0
AEW 2.1 Increase the number of looked after children in further education, employment and training	a) Care Leavers in EET compared to the local population in EET	0.74	0.85	0.68	0.85	0.85	0.85
	b) UASC Care Leavers in EET compared to total cohort of UASC	n/a	n/a	82.5	85%	90%	90%

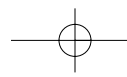


## Achieving Economic Well-being

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 2.1	a) Care Leavers who have sustained employment, education or training over 12 month period	n/a	n/a	n/a	60%	70%	75%
	b) UASC Care Leavers who have sustained employment, education or training over 12 month period	n/a	n/a	n/a	85%	90%	90%
AEW 2.1	% of care leavers living in suitable accommodation	95.7%	100%	73%	100%	100%	100%
AEW 2.2 Increase the participation rates of black, minority and ethnic groups aged 16-19 successfully into education, employment or training	Participation of BME groups into EET a) aged 16-18 years b) aged 19+	a) 89.6%	a) 87.8%	a) 90.0% b) 70%	a) 90.5% b) 72%	a) 91.0% b) 74%	a) 91.0% b) 75%
AEW 2.3 Increase the proportion of 16-19 year olds with learning difficulties and or disabilities into education, employment or training	% of all LDD young people aged 16-19 in EET	75%	79%	Prospects stats= 75%	80%	81%	82%

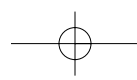


Achieving Economic Well-being							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 2.4 Increase the uptake of direct payments by families with disabled children	Direct Payments/ vouchers provided as a percentage of estimated total of disabled children in LA	2.35% (10)	2.5% (10)	2.5% (14)	2.4% (13) LAA	2.7% (15) LAA	3.1% (17) LAA
AEW 2.4	No. of exit interviews undertaken per year by the Direct Payment Scheme	n/a	n/a	1	2	4	6
AEW 2.5 Improve the availability of affordable childcare for families with young children	No. of organisations/ groups with details in database	n/a	n/a	459	524	589	591
AEW 2.5	No. of enquiries per day	n/a	n/a	40	46	46	52
AEW 2.6 Improve the availability of childcare for disabled children and their families	No. of school holiday places for disabled children with complex needs	n/a	n/a	180	270	378	378
AEW 2.7 Continue to support more disabled children and those with learning difficulties to engage in work experience	a) No. of disabled young people in work experience b) % increase of disabled young people in work experience on baseline figure	11	17 n/a	22 30%	25 47%	28 63%	30 75%

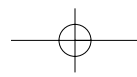


## Achieving Economic Well-being

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
AEW 3.1 Support parents and carers eligible for child tax credit to claim it	% increase in the eligible population in Kingston taking up their entitlement to Tax Credits	n/a	15%	15.5%	16%	16.5%	17%
AEW 3.1	% of children aged 0-4 living in households dependent on workless benefits				Establish baseline		
AEW 3.2 Reduce the number of children that live in homes which do not meet decency standards and those living in temporary accommodation	% of LA homes which do not meet decency standards (BVPI)	20%	15%	15%	17%	11%	6%
AEW 3.2	Average length of time family with children or pregnant woman stays in B&B (BVPI)	4.5 weeks	4 weeks	0 weeks	0 weeks	0 weeks	0 weeks

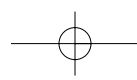


SERVICE MANAGEMENT							
Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SM 1.1 Recruit, develop and retain people in the children's workforce and increase their levels of qualifications	NVQ assessments in Caring for Children and Young People across private and voluntary sectors	n/a	n/a	1	4	4	4
SM 1.1	The estimated % of current staff working with CIN who are suitably skilled and qualified	n/a	n/a	100%	100%	100%	100%
SM 1.1	No. of assessed practice learning days within Children's Social Care	n/a	n/a	1106	1020	500	500
SM 1.1	% of SSD directly employed staff for children that left during the year	11.6%	n/a	7.3%	7%	7%	7%
SM 1.1	% of SSD directly employed posts for children and families vacant on 30 September	19.2%	n/a	6.6%	6%	6%	6%
SM 1.1	% of SSD gross current expenditure on staffing for children and families which was spent on training	5.62%	n/a	7.12%	7%	7%	7%

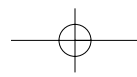


## Service Management

Objectives	Performance Indicators	2005/06 out-turn (academic year 04/05)	2006/07 target (academic year 05/06)	2006/07 out-turn (academic year 05/06)	2007/08 target (academic year 06/07)	2008/09 target (academic year 07/08)	2009/10 target (academic year 08/09)
SM 1.1	% of residential childcare workers who have achieved Level 3 in the NVQ 'caring for children and young people'	60%	n/a	66.6%	66.6%	0% (n/a)	0% (n/a)
SM 1.1	% of social workers and residential managers working with children who have achieved PQ1 award in child care	49%	n/a	82%	(Indicator being replaced by government)		
SM 1.1	SSD operational staff working specifically for children's services (WTEs) per 10,000 population aged 0 to 17	24.5	n/a	25.1			
SM 1.1	Social workers and care managers specifically for children (WTEs) per 10,000 population aged 0 to 17	14.5	n/a	14.6			
SM 1.2 Strengthen inter-agency and multi-disciplinary working and develop new workforce roles	No. of Children's Trust staff receiving Level 1 CAF training	n/a	n/a	n/a	160	200	200
SM 1.2	No. of Children's Trust staff receiving Level 3 Lead Professional Training	n/a	n/a	n/a	60	60	60



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SM 1.2	No. of staff accessing specialist speech and language training through secondment arrangements	n/a	n/a	n/a	10	13	13
SM 1.2	% of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development (BVPI)	n/a	28%	40%	40%	50%	60%
SM 1.3 Promote stronger leadership, management and supervision to ensure effective integrated working	No. of Managers with level 4 management qualification	n/a	n/a	22	42	50	50
SM 1.3	% of leaders of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above (BVPI)	n/a	40%	46%	50%		

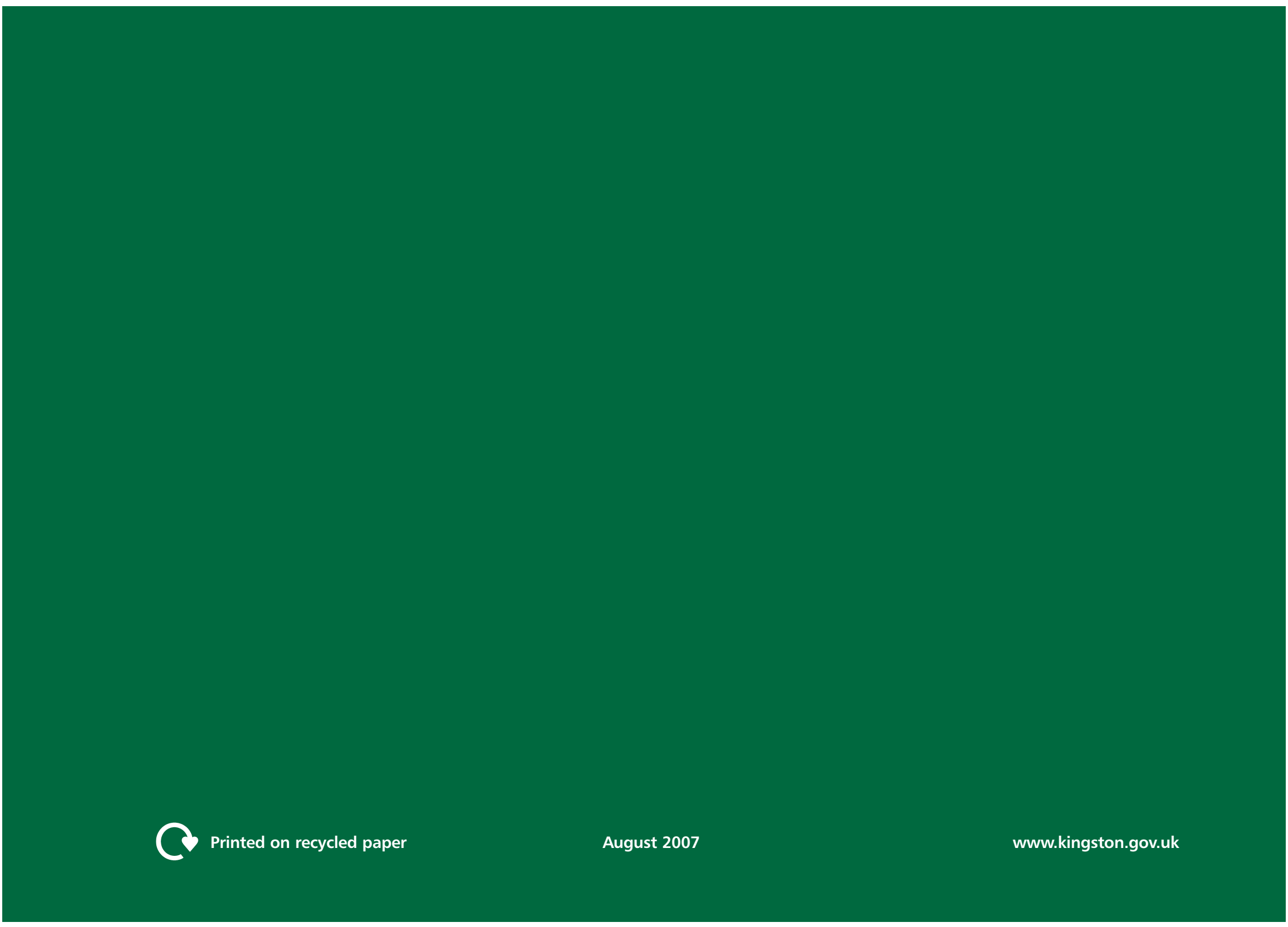
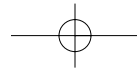








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