

The Royal Borough of Kingston upon Thames
Local Area Agreement
2006 - 2009



A **vision** which will make a **positive difference** to **people's lives**.

*Making a **Difference Together***

Introduction

Local Area Agreements (LAA) represent the best chance in years for more freedom for local partners to deliver a local vision which will make a positive difference to people's lives.

We start from a Community Plan that is well based on what local people tell us matters most for them. The challenge for us as a partnership of community leaders is to nurture a vision which will sustain our strengths into the 21st century, is ambitious about growing our prosperity, sharing it more widely, and improving the quality of life for everyone.

The LAA is a vehicle for sharpening our partnership focus on the outcomes we are committing to deliver for our residents. It is the practical expression - the action plan - of our partnership's Community Plan.

The LAA will also be a catalyst for innovation, helping to channel the commitment and energy of partners more in the direction of local solutions - what we can do together to serve our local communities, rather than our separate 'silo' accountabilities.

Our vision for the LAA is:

To develop and reinforce our focus on the outcomes that are most important to our local communities and over time to use the LAA to provide a greater degree of innovation and community engagement around these outcomes.

Kingston Today

Kingston today is an interesting mix of ancient and modern, traditional and new. Our attributes and achievements combine to give us an influence which reaches beyond our boundaries. The physical environment is among the most beautiful in London with many green spaces to enjoy and a spectacular riverside walk running through Kingston town centre. The economy is buoyant and a centre for many knowledge based small companies. As a retail centre we are second in London only to the West End. We are a creative hub and a centre of excellence for education. We have many fine schools, an excellent Further Education College and one of the country's best Universities. For all of these reasons Kingston is a place where people enjoy living, visiting and working.

Kingston is also a place of contrasts. There is the Kingston that the visitor expects to find which is prosperous and green. But prosperity is not everyone's experience of Kingston. 50% of our residents work in the borough which has a largely low wage local economy, and there are pockets of relative poverty and deprivation, largely concentrated into small areas (mainly social housing estates).

Kingston's population is multi-ethnic - 15.5% are from black, minority and ethnic (BME) groups and this rises to 20.6% of under-18s. This is higher than the national average of 8.7%. Kingston also has the largest community of Korean people in Europe.

Our excellent educational facilities are not the only attractor of young people. Unless you are under twenty-three you may not realise that Kingston is also a centre for night life, with three major clubs. Within Kingston town centre therefore there is also a sharp contrast between the day-time shopping metropolis and the throng of young revellers at night.

There is also a paradox in our prosperity and success. A recent IDeA Peer Review of the Council highlighted some challenges we face in sustaining and improving local quality of life and people's life opportunities. They found generally excellent local services and providers who were "quietly confident and highly competent". But they also noted the high and rising expectations of residents in key areas – for a safer, cleaner, greener Kingston - and no diminishing ones.

Being a prosperous area also creates its own financial paradox. The low level of grant received means that the Council has both a low spend and a high council tax with 41% of spending met by residents. So the IDeA recognised that meeting rising expectations is a particular challenge in an area like Kingston, with "no spare capacity" and future funding likely to be highly constrained.

The challenge therefore is to maintain our focus on tackling some of the broader sustainability issues that face the Royal Borough in continuing to provide the excellent public services our residents expect, while also ensuring an inclusive approach that reaches out to all parts of our communities where needs are sometimes masked by the relative affluence perceived in the borough.

Within the three years of this LAA we are making specific commitments that respond to local priorities where we can make a difference in terms of providing support to vulnerable people, or enhancing life chances and choice, or through general improvement to our living environment to secure better quality of life.

Looking ahead beyond the life of this agreement partners in an area like Kingston face a special challenge in reconfiguring their services to meet growing expectations within severe resource constraints. This is likely to require an intensification of partnership working and an ability to pool our assets, resources, energy and imagination in order to create the scope to re-present services.

In terms of overall community well-being, sustaining our economic prosperity is fundamental to our success. Kingston's history is as a destination; a place where people want to be now and in the future. Continuing to be a place where people want to learn, do business, shop and spend their leisure time requires us to evolve in a way which meets changing needs and expectations. While this LAA includes some important outcomes towards a more sustainable future (about affordable housing, traffic congestion and the redevelopment of Kingston town centre) the focus on three-year outcomes means that it cannot adequately represent all the aspirations in our Community Plan and it will be important to maintain a wider, longer-term view alongside the LAA, and over time to ensure that these too are fully represented in future such agreements.

Kingston's Community Plan

Kingston's Community Plan was developed by our Local Strategic Partnership; the Community Leadership Forum (CLF). The CLF strongly believes that by bringing the key agencies together in partnership, the Royal Borough will continue to be the best place to live and work in the whole of Greater London. Working together in partnership will also ensure that the borough will be a clean, safe and tolerant society where all of its residents can reach their full potential and can prosper.

The six chapters of the Community Plan are based upon the 'Vision for Kingston' which is made up of a series of vision themes:

“An environmentally conscious community and a sustainable borough”

Local action on the environment is the way that we, as a community, can help protect the global environment. We will work with individuals, communities and local businesses to ensure that Kingston is a cleaner and brighter place to live. We will ensure that it is a place that is environmentally sustainable where local people are informed about how they interact with and impact on the environment and the ways they can make sure this is beneficial.

Key priorities are-

- Better communication and engagement with local communities and businesses about environmental issues and what people can do locally to make a difference
- Reduce, reuse, recycle – the Council was judged to be providing “good” waste management services in a recent independent inspection, but we face major challenges in managing future performance in this area, especially working with our local communities on waste minimisation
- Cleaner streets, as part of a wider set of liveability improvements that make people more positive about their immediate local environment
- Reduce fuel poverty and conserve energy
- Take opportunities to maintain and enhance local biodiversity

“The safest place in Greater London”

Working together is already paying dividends as Kingston is one of the safest London boroughs. We want to ensure that crime is tackled effectively but also that the welfare of victims of crime is properly addressed.

Key priorities are-

- Working with partners to achieve challenging reductions in crime levels – an overall target of 17.5% less crime by 2008 with agreed targets for 2009
- Combating anti-social behaviour and environmental crime, including as part of a drive to improve the town centre environment after dark
- Continuing to support the implementation of Police Safer Neighbourhood Teams to enhance police visibility and public reassurance, and so increase public confidence that it is safe to be out in our neighbourhoods and town centres
- Reduce use of drugs and drug-related crime
- Reduce hate crime including domestic violence, homophobic crime and racial crime

“Improve overall health of the wider Kingston community”

We will work to ensure that more people can access information about achieving or maintaining good health and we will co-ordinate care services to make sure people realise what care is available and are given the means to access it. We will develop specialist expertise and become a centre for health, education and training.

Key priorities are-

- Keeping people healthy and living longer by improving prevention, identification and treatment of the commonest health problems, such as heart disease, cancer, and diabetes
- Making healthier choices easier and tackling health inequalities by promoting lifestyle changes on key health issues, e.g. reducing the numbers of people who smoke, encouraging sensible drinking, and improving people’s fitness through exercise

- Improving the quality of life and independence of those adults who need assistance, including older people, those affected by mental illness, physical disability or sensory impairment, and carers
- Promoting accessibility through single points of access to services where possible, locality based joint teams, communications assistance and promotion of services available. Use extended schools as a means of local advice, support and access to services and information.
- Encouraging healthier and safer transport options and reducing road casualties, with a particular emphasis on vulnerable road users

“A well-educated community that puts children, young people and families at its heart”

We want to raise educational standards across the borough – and not just in schools but using the key resources of Kingston University and Kingston College. By working in partnership we intend to give everyone the chance to learn throughout their lives and to make Kingston a centre of excellence for learning.

The Children’s Act 2004 has presented us with a challenging and exciting agenda to change children’s lives for the better. Kingston has acted quickly to integrate education and children’s social care services, and there is good and shared commitment between the council, schools, health services, police and other partners to provide excellent joined up services to support children, young people, adults and families.

Priorities and objectives are set out in our new Children and Young People’s Plan. Our overarching goal is to achieve the best outcomes for children and young people; so that all children are healthy and safe, they enjoy their learning and achieve well, they make a positive contribution and they and their families are helped to achieve economic well being.

We also believe that priority should be given to prevention and early intervention targeted in an appropriate and timely way based on careful identification of need. In this way our vision is to reduce the need for more specialist services that are called for when children and young people are at risk and families in crisis.

Key priorities are-

- Raising the levels of educational attainment and developing the life skills of all children, young people and adults
- Increasing participation in further/higher education, employment and training
- Building on the extended schools model to develop clusters of schools providing extended day and specialist services for parents and children in response to identified community needs
- Increasing opportunities for vulnerable children, young people and adults to fulfil their educational and social potential
- Reducing health inequalities – tackling issues such as exercise, obesity, and teenage conception

“A diversified and balanced economy”

Maintaining a healthy and sustainable local economy is vital to the well-being of the borough. We will ensure that the borough remains a place that businesses wish to work in and new businesses wish to settle in. In particular we will encourage employment that is attractive to residents and high skilled jobs with high added value. We will strive for a borough that is strong in service provision and the creative industries. We will have a strong symbiotic relationship with the rest of London’s economy. We will maintain our position as a regional retailing centre with a diverse choice and a pleasant environment.

Key priorities are-

- Supporting employment growth in areas where there is strong local potential, such as creative and innovative enterprises that can enhance the tourism and cultural attractions of the Royal Borough; and continued development of the knowledge economy especially through working with the University
- Supporting and enhancing Kingston town centre's role as a sub-regional centre within the London economy
- Helping ensure that the Royal Borough's district and local centres maximise their roles and potentials in ways that complement each other

“A regional entertainment and cultural centre and a focus for tourism and recreation”

We will create vibrant and exciting entertainment options for the whole age range. This will include nightlife, the theatre, cinema, visual arts and performances. Restaurants will be destinations in their own right. The Thames will be a focal point with a range of activities on and around the river which will appeal to all.

We will have well appointed hotel and conference facilities to exploit the ease of access to the rest of London and to major airports. Co-marketing and co-development with neighbouring boroughs and nearby attractions will also benefit the borough.

Our cultural strategy promotes access to the arts, heritage and lifelong learning and seeks to promote active lifestyles that have the capacity to enhance individual quality of life and the well-being of our local communities. Cultural, sporting and recreational services will make an increasingly significant contribution to the successful outcomes across most of the other community themes including especially-

- Promoting healthier communities and narrowing health inequalities through providing the infrastructure for sport and outdoor activity
- Creating stronger, more cohesive communities through enabling more people to participate in a wide range of activities and community events, especially those that promote cultural diversity
- Improving the quality of life for young people, especially those at risk, through greater opportunities to participate in cultural activities and to enjoy a wider range of facilities and services
- Promoting the economic vitality of the Royal Borough through high quality programmes and facilities, through harnessing the creative talent of local people, especially those educated locally, and through imaginative, but sensitive improvements to the borough's townscapes

“Well maintained, sustainable housing”

We will ensure that housing in the borough meets the needs of the whole community and is clean, free from graffiti and close to pleasant public spaces.

Key priorities are-

- Maximising the supply of local housing and in particular affordable housing
- Identifying ways to release land to facilitate both affordable housing and diverse communities
- Improving housing conditions across all tenures, including strategies to meet the Government's Decent Homes Standard

- Contributing to building sustainable communities and the maintenance of a sustainable local economy by tackling problems caused by high housing costs and low unemployment

“A sustainable transport system that is accessible to all”

We will participate in regional and national partnerships to ensure that Kingston benefits from improved public transport in the borough as well as having our say on other major transport developments. We will reduce congestion on the transport network while also maintaining the number of people that visit and work in the borough.

Key priorities are-

- Increasing the capacity, reliability, affordability, accessibility and integration of public transport services
- Improving and promoting walking and cycling facilities
- Continuing to work in partnership to secure better public and community transport for residents, particularly the elderly

Developing Priorities for the LAA

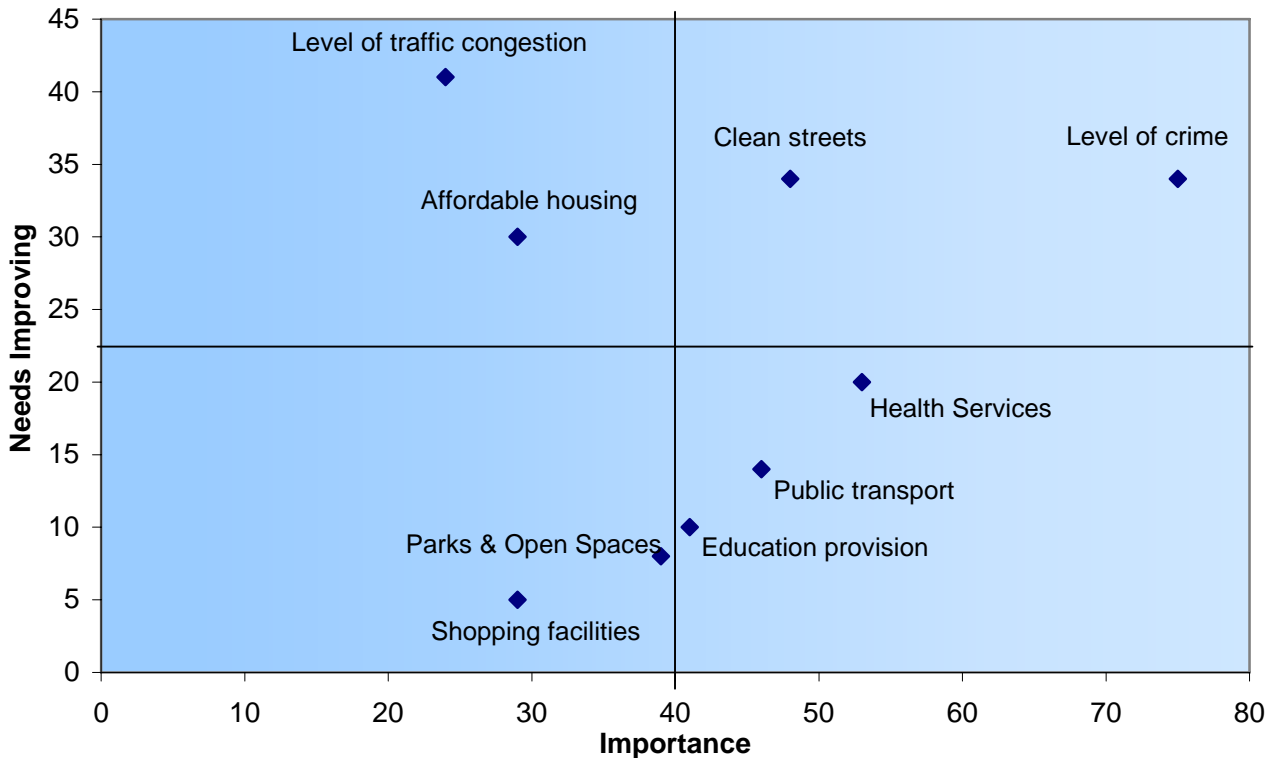
The CLF has a clear focus on what matters most to our residents. We developed our Community Plan through an extensive and innovative community engagement exercise undertaken with MORI.

This has given all partners good insights into what residents are thinking. Broadly, there is high satisfaction with education, health and social services. Residents want to preserve this position, but these areas are not seen as priorities for improvement. However, many felt that the local environment in Kingston was declining, and cleaning up the borough is a top priority for residents. The other top issue is safety and crime. Although residents recognise that Kingston is a relatively safe place (some of the best crime figures in London, although at or above the national average), many still feel unsafe.



Subsequent MORI Quality of Life surveys (most recently in July 2005) continue to demonstrate a very good fit between the areas identified as priorities in the Community Plan and the areas that are prioritised by our residents. Data from the 2005 MORI survey illustrates the position-

Importance v Needs Improving 2005



Source: **Residents Survey 2005**

Residents also recognised that there are some major long-term issues that are not within the control of any one organisation but which require concerted planning and action across many agencies. They want to see us work together to achieve priorities such as more affordable housing, better public transport and a more balanced mix of facilities in Kingston town centre, along with the other ingredients that go towards maintaining and developing the Royal Borough’s strength as a retail, business and education centre. Many of these issues are clearly beyond the scope of a three-year LAA, but it is important that we bring long-term investment into these areas if we are to improve the overall quality of life for residents, both now and in the future.

Involvement of the Partnership and the Voluntary and Community Sectors

The CLF is strong and inclusive and oversees the Community Plan and which is keen to play a greater role in service planning and delivery. It has a steering group, the Community Leadership Steering Group (CLSG), chaired by the Leader of the Council and includes key statutory partners and strong representation from the community & voluntary and business sectors. The co-vice-chairs are the chief executives of the Kingston Chamber of Commerce and of Kingston Voluntary Action (KVA). The Voluntary & Community Sector (VCS) was a key partner in developing the Community Plan.

The Community Plan evolved through an extensive process of community consultation and this has been regularly refreshed since through focus groups and follow-up surveys, most recently a wide-ranging residents’ survey conducted during June 2005 that covered quality of life issues. Our LAA will therefore be firmly based on what is important to our residents, and our proposed tiered approach to implementing the LAA at borough, neighbourhood and community level will provide further opportunities for strong community engagement as we implement the LAA.

We have recognised that it is crucial to have early engagement with partners in raising awareness, and securing buy-in and enthusiastic support for the process. The April Community Planning Conference 2005 set the scene and provided opportunities to shape the agenda for our LAA. The event was attended by around 90 delegates drawn from the wider CLF including those in membership of one or more of the theme groups that were involved in developing chapters of the Community Plan.

Kingston has an independent, active voluntary and community sector with over 300 organisations operating in the Royal Borough. Of these some 30 organisations have been classified as key, strategic groups which work closely with the Council and other agencies to plan and deliver services to our residents. Many of these organisations were involved in developing the Community Plan and continue to play a crucial role in its implementation.

The VCS has been very closely involved in all aspects of developing the LAA, and in particular the Chief Executive of KVA himself has been very active throughout the process in building awareness among the wider VCS of the potential offered by the LAA and getting key organisations involved. Development of outcomes has involved wide-ranging discussions with partners, including input from the business and voluntary sectors. To assist this, KVA appointed a consultant at an early stage to work with the partnership on the LAA. This has helped to ensure that the sector's knowledge about community needs has contributed to the development of LAA outcome proposals and that there has been a good awareness of the potential contribution of the VCS towards LAA outcomes. Work was already in hand as part of the ChangeUp initiative to review voluntary sector capacity and future priorities and this was very firmly placed in context of the Community Plan and the CLF. KVA realised early on that the priority outcomes to emerge in the LAA would be a key factor in defining the directions for development of the local VCS in Kingston.

VCS representatives were nominated as co-leads responsible for the development/ negotiation of outcomes in several of the 12 outcome areas, and this included taking the lead in some of the reward areas where pump-priming funds will be directed to voluntary agencies. This includes the outcome area that focuses on "Community Engagement" and that encompasses the mandatory outcome on community empowerment. **Annex B** sets out details of the reward targets and gives specific examples of VCS involvement in delivery.

What Do We Want from our LAA?

Drawing on our Community Plan, discussions at the CLSG, and taking account of the outcomes of our community planning conference held in April 2005, the overarching themes we wish to address through the LAA are:

Quality of life – enhancing people's local environment and increasing opportunities for enjoyment and fulfilment (in a way that is sustainable for future generations);

Maximising life chances – narrowing the inequality gap – achieving a better consistency of outcomes – including taking action at neighbourhood/ community level which contributes to achievement of wider local outcomes;

Voice and choice (within a strategic framework) – embedding and engaging with our local communities – having a layered approach to achieving better outcomes that addresses issues at borough, neighbourhood and community level – so as to provide real opportunities for local people to contribute to and influence their local environment and quality of life. This will mean having top-level outcomes that are symbolic of /provide a focus for what can be achieved at local level;

Providing funding incentives – some of the performance related reward (the Performance Reward Grant) due from the Local Public Service Agreement (LPSA) finishing on 31 March 2006 and pump-priming grant for the stretch elements of the LAA (LPSA2) will be made available to encourage partnership initiatives in the LAA;

Building the local evidence base – the existing community plan is well aligned with residents' perceptions about what issues need to be addressed in the short and longer-term and reflects good self awareness of the council and partners about where performance is strong / less strong / poor. We will want to continue work during the first year of the LAA to extend our knowledge and to provide a more detailed picture of variations between local areas that can then feed into action planning at neighbourhood and community level in years 2 and 3 of the agreement. We believe this will be an important component of how we tackle inequality through targeted and co-ordinated action in areas of greatest need. This will build upon the model of our existing Community Action Partnership in Norbiton, working more closely with local people and linked to the development of extended schools and children's centres.

One of our main aspirations is to become more responsive to local people and better at engaging our local communities in the delivery and scrutiny of local services. This is in tune with the philosophy that LAAs are founded on evidence and agreement about local priorities for improvement and driven by the idea that more effective and joined-up local working entails some simplification and streamlining of the accountability relationships with central government. To build stronger community engagement we need to switch some resource and energy away from our performance management relationship with central government, including the Audit Commission and the inspectorates, and reinvest this in a closer performance management relationship with our citizens and communities. We will need to maximise the extent to which the performance management relationship between the centre and the locality is channelled through the LAA and to reduce other such arrangements to a minimum – see the section on LAA Governance and Performance Management below.

Equality & Diversity

A commitment to equalities and to tackling social deprivation in Kingston are strong cross-cutting themes within the Community Plan, and are an integral part of our vision and commitment to working to create the best opportunities, services and environment for the people of Kingston.

All statutory organisations within the CLF are subject to the Race Relations Amendment Act and the Disability Discrimination Act and therefore share a responsibility to ensure that all sections of the community are benefiting from LAA outcomes. This includes a commitment to promoting good relations between different racial and other diversity groups, which we would see encompassing disability and gender, as well as age, sexual orientation and religion.

Since 2003, there has been an on-going multi-agency initiative to review measures to promote social inclusion and to combat social and economic disadvantage in the borough, led by the Council's Community Leadership & Resources Overview Panel. This is linked to initiatives under a 'Removing the Barriers to Wellbeing' framework developed by the Joint Health Inequalities Partnership Board (comprising representatives of the Kingston Primary Care Trust, the Council, the Police, voluntary agencies, service users and carers). Priorities identified through these initiatives are reflected in many of the LAA outcomes and the LAA is seen as giving strong reinforcement to long-term and sustained partnership work in these areas.

In addition specific research was carried out in early 2005 into the priority needs of BME and disabled residents in Kingston. This was structured around the themes of the community plan and the priorities of BME and disabled respondents within those.

This showed that the key priority for respondents was community safety, which was rated as being both most important and most in need of improvement. Next in terms of importance were environmental issues, but these were regarded as less in need of improvement. Key improvement areas within community safety were reducing anti-social behaviour and increasing police presence in the borough. Another important finding was that community groups saw the Council's work with voluntary organisations as key to creating good relationships with ethnic minority residents, which is another area that is prioritised within the LAA.

At the same time more detailed work is underway within the Council and other partner organisations to assess the 'equalities impact' of individual policies and services. Equality Impact Assessment is a systematic process of looking at new and existing policies to see if they adversely impact one group of service users over another. This approach will be applied equally to monitoring the impact of LAA activities on minority communities and people with disabilities, as well as other groups who are likely to be disadvantaged. For the reasons set out above, there is reason to expect that such groups will particularly benefit from action in areas prioritised under the LAA. Annex B sets out details of the reward outcomes and includes some specific examples of such targeting.

The Outcomes Framework

Attached at **Annex A** is the LAA outcomes framework. The proposals are built on a structure of 12 outcome areas. For the negotiation phase we adopted an inclusive approach that involved partners directly through identifying two co-leads for each area, including leads from the community and voluntary and business sectors.

The LAA Reward Element

Notes on the reward areas are set out at **Annex B** with specific detail at **Annex C**. By the submission deadline of 6 February, agreement had been reached on nine out of the twelve stretch targets.

LAA Funding

A summary of LAA funding is set out at **Annex D**.

The general absence of historical non mainstream funding for the borough with their attendant structures around which to construct a LAA has offered both a challenge and an opportunity. So from a funding perspective aligning of funding has been our chosen approach and the opportunity to identify early reductions in the reporting around these funds is limited. Our initial focus then has been in joining up outcomes around mainstream funding and then seeking opportunities to support delivery where possible through the voluntary and community sector. The visibility of funding streams used for like purposes in the LAA will provide the basis for a future debate about how we will fund jointly to maximise effectiveness. We believe that the LAA will help partners over time to use their funding and other resources more flexibly and effectively to achieve agreed outcomes and rationalise and reduce monitoring. We recognise that such developments will then have implications for future governance arrangements. The first year of the agreement will give us the opportunity to see how these concepts can work in practice.

LAA Governance and Performance Management

The CLF was formed in 2000 with responsibility for developing community planning in the Royal Borough including a practical focus on identifying shared agendas and joining up local service planning and delivery. The CLF brought together organisations from the statutory, public, voluntary, community and business sectors with an overall membership of around 30 which is set out in **Annex E**.

An extensive process of community consultation was mounted jointly by the partnership in 2002 to provide firm foundations for the development of the first community plan and to ensure that it was firmly rooted in the aspirations of local people.

As the process developed, the structure of the partnership was extended-

- The CLSG was formed to manage the development of the Community Strategy. This is a strategic group which comprises the primary partners, voluntary sector and business representatives. It is chaired by the Leader of the Council with a membership of around 15 drawn from those in **Annex E**.
- Working Groups were designated for each of the identified themes of the embryonic community plan who were responsible for developing the objectives and action plans for their theme area. All these bodies drew together relevant partnership representatives from within their theme area including the VCS. Some of these groups were already well established (such as the Crime & Disorder Reduction Partnership), whereas others were newly created.

This is the structure that has been used to steer and co-ordinate the development of the LAA although it has evolved in the meantime, in particular due to the process of integrating children's services which will culminate in the creation of a Children and Young People's Trust Board to form a key element of our local partnership structure.

Through the Innovation Forum we were an advocate of more freedom for local partners to deliver a local vision, and partners were enthusiastic to grasp the opportunities offered by LAAs, which is testament to the strength of our partnership working. Our CLF builds on many successful and innovative partnerships such as the country's first Business Improvement District.

The LAA sets out clear targets for improved outcomes in priority areas and thus provides an excellent framework for monitoring the overall success of our partnership working in the context of our agreed Community Plan.

From the outset we have integrated the management of our Community Plan, LPSA and LAA. The CLSG has delegated responsibility for developing our community strategies including the LAA which provides more focus and precision about the actual improvements we plan to deliver for our communities over the next three years. The CLSG is also charged with ensuring that partner organisations are held to account for delivering agreed targets and the other more general commitments set out in the Community Plan. The LAA covers many key areas of our Community Plan but its three-year focus means that some important longer-term aspirations are not well represented, and so the CLSG's performance management role will need to continue to encompass the Community Plan as a whole.

As set out above, we are working from the base of our established structures, but we will evolve them over time, ensuring that they are fit for the purpose. This is likely to involve some rationalisation of partnerships, with the CLSG taking on new roles and responsibilities for the oversight and performance management of the LAA, with clearer links to other main partnership structures that will have responsibility for managing delivery of many of the key outcomes.

The CLSG (or in time its successor body) will review delivery of the LAA targets and action plans on a six-monthly basis. This will precede the required six-monthly progress review with GOL. Supporting the CLF, we will continue to rely on a structure of partnership / theme groups who will be responsible for the delivery of the relevant outcomes of the LAA. In the light of the final agreed LAA outcomes we will review these arrangements by 30 April 2006 to ensure that these groups are "fit for purpose" and that all LAA outcomes sit appropriately within this wider partnership structure.

Responsibility for individual targets in the LAA will be clearly designated to particular lead partners with named lead officers. Each partner's normal accountability and corporate governance procedures will apply. Delivery agreements will be put in place for all the reward areas of the LAA which will enable a direct link to be made between funding and resources and the achievement of the desired outcome. As these arrangements evolve, the need for any additional dedicated performance management capacity will be kept under review.

As noted in our Safer and Stronger Communities (SSCF) Agreement last year, the advent of LAAs create special challenges for councils like the Royal Borough that have historically received few special funding streams; and, in areas where we do receive such funding, as in the case of crime reduction funding, we often receive the lowest allocations of any London borough. As a result we have needed to develop a limited monitoring/reporting infrastructure, far short of that demanded by regimes such as Neighbourhood Renewal Funding (NRF), which may often include some funding to cover enhanced requirements. We will need to be especially vigilant in ensuring that the extra administrative burdens created by these new arrangements are balanced by workload savings due to reduced or simplified monitoring, reporting, and audit requirements in other areas. This is of course the intention of the new arrangements, but it is vital that LAAs are allowed to take the place of other accountabilities so that staff resources within the council and partner agencies can be re-allocated accordingly. So we will wish to undertake work during the first year of the LAA to identify specific monitoring and reporting regimes that we wish to discontinue. **In the meantime, we would wish to retain the freedoms and flexibilities granted in our 2003/06 LPSA set out in ANNEX F.**

It is also our belief that in order to build stronger community engagement, partner organisations over time need to be able to switch some resource and energy away from their performance management relationship with central government, including the Audit Commission and the inspectorates, and reinvest this in a closer performance management relationship with our citizens and communities. Accordingly we want an assurance that Government is prepared to work with us to maximise the extent to which the performance management relationship between the centre and the locality is channelled through the LAA and to reduce other such arrangements to a minimum. We realise that this will be an aspiration of many of the Round 2 LAAs and would welcome the opportunity to be involved in piloting approaches that deliver on this key objectives of LAAs, i.e. to streamline or eliminate other area-based reporting frameworks. We hope this would include examining the potential to adopt a model ("LAA plus") in place of current CPA arrangements, where performance assessment is based on performance management of the LAA outcomes plus a health check based on ensuring minimum standards on a small number of national outcomes or performance measures that reflect issues of national concern that are not represented in our LAA.

Outcome	Performance Measure / Indicator	Outturn 2004/05	Performance Targets				Performance Enhancement	Comments
			2006/07	2007/08	2008/09			
					Without Reward	With Reward		
1. SAFER COMMUNITIES								
1.1a (i) To reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime (ii) SSC1: Reduction in crime by 15% and more in high crime areas by 2007/08 as measured through the PSA1 basket of indicators (local target 17.5% over three years based on 2003-04 baseline)	i. # of thefts of motor vehicles	368	287*	370	348		* New MPS target	
	ii. # of thefts from motor vehicles	769	887*	580	551			
	iii. # of motor vehicle interferences	48	32*	72	71			
	iv. # of domestic burglaries	452	521*	415	403			
	v. # of thefts of pedal cycles	745	887*	670	636			
	vi. # of incidents of criminal damage	2718	2529*	2522	2371			
	vii. # of woundings (ABH & GBH)	1402	1643*	1120	1052			
	viii. # of common assaults	1049	730*	1099	1033			
	ix. # of thefts person – pick pocketing and snatch	338	392*	373	361			
	x. # of robberies of personal property	204	287*	223	221			
1.1b To build respect in communities and reduce anti social behaviour	i. % of residents who say they feel very or fairly unsafe outside after dark	43%	42.5%	42%	41.5%		Residents survey 2005	
	ii. % of local residents who say they feel satisfied with their local environment	68%	68%	69%	70%		Residents survey 2005	
	ii. % of local residents who say they feel satisfied with # police on beat of foot patrol	28%	29%	32%	35%		Residents survey 2005	
1.1c Reduce the harm caused by illegal drugs	i. # of Community Orders with DRRs*	* It assumed that the nature of these targets will remain the same for 2006/07 onwards but advice and targets are still awaited from Probation						
	ii. # of completed Community Orders with DRRs*							
	ii. # of sanction detections against those who unlawfully supply controlled drugs	37*	45	45	45		Reviewed annually * Class A only	

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments
		2004/05	2006/07	2007/08	2008/09			
					Without Reward	With Reward		
1.2a Provide housing support to victims of hate crime (including domestic violence)	i. # of households accepted as homeless as a result of domestic violence and other actual/threatened violence							
	(a) From addresses in the borough	15	30	37	45			
	(b) In total	53	106	132	160			Annual figures for 2004/05
	ii. # (cumulative) of management transfers approved as a result of domestic violence and other hate crime	17	33	41	50			Annual figure for calendar year 2005
	iii. # (cumulative) of new sanctuary placements within the borough	0	To be established					
1.2b* Support the victims domestic violence	% of incidents of domestic violence reported to the police which result in sanctioned detections	20.9%	32% (+2%)	34% (+2%)	34%	37% (+3%)	7 percentage points (cumulative)	see full target definition
1.3 Effective and enduring alcohol treatment programmes	Review the alcohol strategy and re-prioritise action plan	i. Appoint alcohol worker ii. Developmental work agreed in the alcohol strategy and action plan iii. Establish baseline data and set up monitoring and reporting systems						
1.4* More effective and enduring drug treatment programmes	i. # (cumulative) of individuals in contact with structured drug treatment services	425	530	700	750	785	35	see full target definition
	ii. % of individuals retained in treatment	73%			80%	85%	5%	see full target definition
1.5 Reduction in number of re-referrals to Children and Family Service occurring within 12 months	% reduction in referral rate	17%	10%	9%	8%			

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
1.6 Reduce the number of children deregistered from the Child Protection Registrar who have been on the registrar for two years or more	% of children deregistered from the Child Protection Register who have been on the register for two years or more	12.80%	6.50%	6%	5%				
1.7 Increase the number of substance misusing parents accessing treatment	# of substance misusing parents accessing treatment	To be confirmed							
1.8 Safer roads, measured in terms of both casualty reduction and perception of safety	% of killed and seriously injured (KSI) road users compared to all KSI	66%	60%	57%	54%				
1.9 Stability of placement	i. # of children looked after with 3 or more placements during the year.	15.9%	12.0%	10.0%	8.0%			SS(LAC)2, PAF A1 at 31 Dec 2006	
	ii. % of children looked after 4+ years who were in foster placement 2+ years	47.4%	52.0%	56.0%	60.0%			SS(LAC)3 PAF D35 at 31 Dec 2006	
2. CLEANER COMMUNITIES									
2.1* Cleaner neighbourhoods – Encams measure	% of relevant land and highways assessed as having combined deposits of litter and detritus that fall below an acceptable level	28%			20%	16%	4%	see full target definition	
2.2* Personalised travel planning delivering modal shift and CO2 emission savings	(to be agreed)							(to be agreed)	
2.3 Reduce fuel poverty and increase energy efficiency in homes	% energy increase in energy efficiency in homes	1.5%	1.5%	1.5%	1.5%				
3. GREENER COMMUNITIES									
3.1 Reduced business waste and increased recycling and energy efficiency on industrial estates	% increase of businesses on industrial estates that have ISO14001 and BS8555 certified environmental management systems in place	n/a	3%	10%	20%			Establish baseline (100%) spring 2006	

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
3.2 Enhance the local environment through the conservation of biodiversity and the natural environment	i. Status of Council contribution to the Kingston Biodiversity Action Plan	n/a	Data collated	Habitat & species action plans	Monitoring framework in place				
	ii. % of undesignated land is surveyed to identify presence of and opportunities for maintenance and or enhancement of biodiversity	15%	30%	60%	90%				
	iii. % area (ha) of Local Nature Reserves per 1,000 population	0.674 ha	10%	12%	15%				
3.3 An improved environment for walking and cycling and an increase in use of these forms of transport	i. % of all trips made by cycle	4%	4.5%	4.75%	5%				
	ii. % of education trips by car	n/a	34%	33%	32%				
	iii. % of work trips by car	n/a	45.1%	44.3%	43.5%				
3.4* Improve condition of footways	% of the category 1, 1a and 2 footway network where structural maintenance should be considered	38%			26%	17%	9%	see full target definition	
4. COMMUNITY ENGAGEMENT									
4.1 Increase civic participation by young people	i. # of young people voting in the national Youth Parliament election	31%	35%	38%	40%				
	ii. # of Youth Forums held	11	10	11	12				
	iii. # of formal Member level meetings at which young people play an active role	7	8	9	10				

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
4.2 Empower local people to have a greater voice and influence over local decision making and delivery of services	i. # of people attending Neighbourhood Committee meetings each year	1,749	2,400	2,500	2,600				
	ii. # of people (i.e. members of the public) contributing to debates at Neighbourhood Committee meetings each year	243	300	320	340				
	iii. # of people speaking on planning applications at Neighbourhood Committee meetings	119	160	170	180				
4.3 Better perceptions of community engagement and cohesion	i. # of people attending Safer Neighbourhoods meetings	n/a	3000	4000	4000+			First meetings 2004	
	ii. Increased engagement of BME communities	n/a	Specific targets to be agreed					2005 study data	
	iii. % of people who feel they can influence decisions that affect their local area	38%	43%	48%	53%			Residents Survey	
4.4 Promotion of social inclusion – access to justice and referral pathways	i. # of agencies involved in the advice and information network	5	7	9	10				
	ii. # of interventions within the network arrangements each year	40	168	328	480				
4.5* Increase in volunteering	(to be agreed)							(to be agreed)	
5. HEALTHY ACTIVE LIVES FOR YOUNG PEOPLE									
5.1 Reduce drug and alcohol related harm to children and young people	i. # of young people receiving specialist substance misuse services	n/a	38	50	60				
	ii. # of professionals working with children and young people who receive drug and alcohol training	n/a	60	70	90				

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
5.2 Improved access to sexual health services for young people	i. # of neighbourhood-based sexual health services	0	1	2	3+				
	ii % of 15-24 year olds accepting Chlamydia screening	To be published	Baseline set		10% of those eligible				
	iii % of maintained schools with a reviewed SRE policy in line with latest guidance	To be published	50	80	100				
5.3 Reduce the rate of under 18 conceptions	# of conceptions of those under 18 per thousand	To be published	22.4	21.1	19.8			Baseline year 1998	
5.4* Healthier schools	i. % schools accredited to the Healthy Schools scheme	50%			75%	95%	20%	see full target definition	
	ii. % of schools working towards the Healthy Schools scheme	70%			90%	100%	10%	see full target definition	
5.5 Healthy eating and active lifestyles	i. % of overweight and obesity trends for children	0	Figures available Sept 2006						
	ii. Develop multi-faceted programme aimed at preventing overweight and obesity among children and families	0	Programme developed						
	iii. # of extended school clusters	0	0	1	2				
5.6 Improve support of vulnerable children - psychological and mental health	# of full time social workers or related professionals based within the CAMHS	1.3 workers	4.3 workers	5 workers	6 workers				

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments
		2004/05	2006/07	2007/08	2008/09			
					Without Reward	With Reward		
6. HEALTHY ACTIVE LIVES FOR ADULTS								
6.1 Active aging	(to be agreed)							(to be agreed)
6.2 Improve health/reduce obesity in over 50s	i. Obesity status among GP registered population of 50+	n/a	Year 1 baseline	Year 2 monitor	5% reduction			2006/07 as a baseline for years two and three
	ii. # of GP practices to refer patients to new programmes	0	0	1	2			
	iii. # of potential 'health trainers' identified from trained advisors	0	2	4	8			
6.3 Improve the quality of life of disabled people by enabling more people with learning and physical disabilities to live in their own homes	i. # of adults with a learning disability (aged 18-64 years) helped to live at home	166	177	179	181			Links to PAF C30
	ii. # of people aged 18 or over who have a learning or physical disability who have received direct payments during the year	104	120	130	140			Link to PAF C51
	iii. % of the learning disability service users aged 18-64 that are helped to live at home	51.6%	53%	53.5%	54%			Link to PAF C11
7. SUSTAINABLE COMMUNITIES								
7.1 New affordable housing	# of new affordable homes completed in the borough	28%	45%	73%	27%			
7.2 Increase % of social housing in decent condition. Decent Homes standard	Annual % change in the proportion of non decent local authority homes	7%	16%	11%	9%			BVPI 184b

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
7.3 Reduce the number of children that live in homes which do not meet decency standards	# of children that live in homes which do not meet decency standards	26%	16%	11%	5%			BVPI 184a	
7.4 Reduce average stay in B&B for families with children	Average length of stay in B&B for households with children or pregnant women	6 weeks	5 weeks	4.5 weeks	4 weeks			BVPI 183a	
7.5 Reduce number of families with children in temporary accommodation and length of stay	% change of families placed in temporary accommodation under the homelessness legislation compared with the average from the previous year	7%	6.9%	6.8%	6.7%			BVPI 203	
8. ECONOMIC WELL BEING									
8.1 Supporting local SMEs and 3 rd Sector organisations to procure from public sector organisations	i. % of Council spend going to local SMEs and third sector enterprises	0	Establish & set targets	+x%	+x%				
	ii. % of suppliers that are local SMEs or third sector enterprises	0	Establish & set targets	+x%	+x%				
8.2 Improved community transport options leading to greater social inclusion	# of Enterprise Schemes	0	Scheme 1partial operation	Scheme 1 full operation	Scheme 2 full operation				
8.3* Supporting people with health related problems into work	i. # of people in receipt of incapacity benefits for a minimum of at least 26 weeks helped into sustained employment of at least 16 hours a week for 13 consecutive weeks or more	10			30	90	60	see full target definition	
	ii. # of people in receipt of incapacity benefits for a minimum of at least 26 weeks helped into work of less than 16 hours for 13 consecutive weeks or more	22			66	116	50	see full target definition	

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
8.4 Increase local skill levels with reference to local business need	i. # of learners progressing from NVQ level 1 to level 2 achieved through Kingston College retail CoVE outreach initiative and any other related initiatives	0	Design training courses	100 learners	110 learners				
	ii. # of learners progressing from NVQ level 2 to level 3 through Kingston College retail CoVE outreach initiative and any other related initiatives	0	Create learning centres	75 learners	82 learners				
	iii. # of businesses actively engaged in the project - Kingston College retail CoVE outreach initiative and any other related initiatives	0	40	50	60				
8.5 Continue to support more disabled children and those with learning difficulties to engage in work experience	% of direct payments to disabled children and their families as a proportion of the estimates total of disabled children	2.2	2.5	2.65	2.8				
9. KINGSTON TOWN CENTRE									
9.1 Maintaining a robust and diverse economy in Kingston town centre especially in the period prior to and during major redevelopment	i. Monitor retail and business offer (amount of new/refurbished floor space)	n/a	Work with Hammerson developer and associated milestones						
	ii. Monitor the range of leisure/ entertainment and cultural facilities	n/a	Progress on Rose Theatre and hotel accommodation						
9.2* Maintain a safe environment in Kingston town centre by day and night	# (cumulative) of wounding and common assault offences in Grove Ward (including domestic violence)	927			2575	2528	47 see full target definition		

Outcome	Performance Measure / Indicator	Outturn	Performance Targets				Performance Enhancement	Comments	
			2004/05	2006/07	2007/08	2008/09			
						Without Reward			With Reward
9.3 A more sustainable environment in Kingston town centre	Monitor the environment and sustainability	n/a							
9.4 Improve transport and access in and to Kingston town centre	Monitor improvements in transport and access	n/a							
10. ATTAINMENT									
10.1* Increase the % of Pupils with 5+ GCSE A*-C including English and maths by the end of KS4	i. % of pupils achieving Key Stage 3 level 5 maths who then achieve GCSE A* - C in maths	25%			30%	35%	5.0%	see full target definition	
	ii. % of pupils achieving 5 A* - C (including English and maths)	59.1%			61%	63%	2.0%	see full target definition	
10.2 Reduce % of 19 year olds not in education, employment or training	% of 19 year olds not in education, employment or training	3.8%	3.6%	3.5%	3.5%				
10.3 Increase % of 19 year old care leavers in education, employment or training	% in education, employment and training	84%	85%	85%	85%				
10.4 Intervention to ensure vulnerable 16-year olds have an appropriate destination	# of vulnerable 16-year olds having an appropriate destination	50	65	70	70				
10.5* Improve progress rates for more able pupils at Key Stage 2	i. % achieving level 5+ English in Key Stage 2 SATs	34%			40%	44%	4%	see full target definition	
	ii. % achieving level 5+ maths in Key Stage 2 SATs	40%			43%	46%	3%	see full target definition	
10.6 Increase the number of looked after children in further education, employment and training	# of looked after children in further education, employment and training	84%	90%	90%	90%				
10.7 Improve school attendance of looked after children	% absentees	11%	9%	8%	7%				

Outcome	Performance Measure / Indicator	Outturn 2004/05	Performance Targets			Performance Enhancement	Comments
			2006/07	2007/08	2008/09		
					Without Reward		
11. OPPORTUNITY							
11.1 Maintain the educational outcomes of care leavers	i. % of care leavers with A-G GCSE	68.1%	65%	65%	65%		
	ii. # with English and maths	n/a	Establish baseline and targets				
11.2 Improve achievements for children with disabilities/special educational needs	% minimum of goals set within their own IEP every disabled child achieves	n/a	Establish baseline	85%	95%		
11.3 Increase up-take of direct payments by families with disabled children	# of children accessing direct payments or vouchers	1.16%	10%	13%	16%		
11.4 Provide positive activities during out of school time for vulnerable young people	# of fte places available for young people to participate in positive activities during school holidays	9	10	11	12		
12. MAKE A POSITIVE CONTRIBUTION							
12.1 Reduction in number of looked after children receiving formal warnings/ convictions	# of looked after children receiving formal warnings/ convictions	4.3%	2.6%	2.4%	2.0%		
12.2 Reduction in number of first time offenders entering the youth justice system	# of first time entrants to the Youth Justice system	141	121	118	115		
12.3 Effectiveness of the outcome of participation by children and young people directly influencing service development	# of key issues identified annually by children and young people which influenced service delivery	7	8	10	11		
12.4 Reduce anti-social behaviour by young people	i. # of ASBOs made in respect of young people 17 years and under in any one year	2+4	4	3	2		
	ii. # of ABCs made in respect of young people 17 years and under	46	37	39	41		
	iii. % children aged 8-13 per year for assessment and planned interventions targeted by the Youth Inclusion and Support Panel	n/a	Not commenced				

NOTES ON STRETCH TARGETS

Target 1**SAFER COMMUNITIES****1.2b Support Victims of Domestic Violence**

It is a Crime and Disorder Reduction Partnership (CDRP) priority to reduce hate crime and ensure that victims receive timely and appropriate support. A recent scrutiny exercise into services, information and support for victims of domestic violence revealed a variety of services in Kingston but a lack of co-ordination and some specific gaps in terms of prevention, information sharing, support to children who are victims of, or who have witnessed, Domestic Violence and availability of peer support.

There is a need to raise awareness of hate crime among all sections of the local community including local businesses, thus promoting social inclusion and ensuring that appropriate and timely support is available when needed.

A large number of homelessness cases are caused by Domestic Violence; therefore the CDRP needs to work with Housing Services and Housing providers to enable victims of Domestic Violence to remain in their own home if a risk assessment identifies that it would be safe to do so with additional security and support.

There is a shared assumption that the support package necessary to ensure the safety and successful operation of Sanctuary will include the voluntary sector. Through the Domestic Violence Forum there is already joint working on the One Stop Shop for advice and support and the new Information Sharing System will ensure that all agencies have access to case sensitive information.

An increase in sanctioned detections, coupled with other measures such as those referred to in the previous paragraph, should also result in increased confidence in reporting on the part of victims; although the potential impact on reporting levels would be difficult to quantify prior to, and with the simultaneous introduction of, the computer based solution which is intended to reduce the stress of reporting. As, based on research findings, each new report taken at present may well represent the culmination of some 30 incidents, increasing confidence in, and reducing the stress of, reporting should result in survivors reporting incidents at an earlier stage. This, in turn, will have the impact of reducing the incidence and severity of two of the British Crime Survey Comparator Crimes, in particular Wounding and Common Assault, albeit over a period of time.

It is also hoped that the offer of Sanctuary, and the support it offers, may result in an increased level of willingness to pursue convictions and therefore influence the Sanctioned Detection rate.

NOTES ON STRETCH TARGETS

A further area identified to support an increase in the Sanctioned Detection rate is to offer training to all those agencies whose staff may be “initial recorders” of information critical to the charge and conviction process and ensure this meets the requirements of the Crown Prosecution Service.

Target 2**1.4 More Effective and Enduring Drug Treatment Programmes**

Effectiveness of drug treatment programmes has the effect of more satisfactory life outcomes for drug users and removal of pressures on services as a result of repeat entry into the treatment system.

Effective resettlement and treatment of drug users requires the development of an holistic package of support – including practical support, housing and housing-related support.

Appropriate interventions and support should decrease the number of re-offenders and promote independence for people leaving treatment. This can be achieved through improved aftercare and relapse prevention.

Target 3**CLEANER COMMUNITIES****2.1 Cleaner Neighbourhoods – Encams Measure**

Although the overall cleanliness of Kingston’s streets has improved significantly there is still a problem with the levels of detritus. The improvement has been primarily due to better litter clearance. Further improvement in the overall cleanliness can be achieved by biasing a stretched target for detritus removal. The state of the local environment is an important issue for Kingston.

So far Encams/Capital Standards have carried two BVPI 199a surveys for Kingston for the year 2005/06. The first survey gave a combined result of 24% (9% litter, 40% detritus) while the second survey gave a combined result of 37% (litter 25%, detritus 50%). The out turn for 2004/05 was 28% (21% litter, 36% detritus). Clearly the wide swing in the two latest surveys makes it difficult to see a trend for the current year and thereby predict with any certainty the out turn for the year at 31 March 2006.

In calculating the improvement achievable within the LAA we have included a stretch of 7% over the three year period. This is in addition to a natural improvement of 5% for the three year period. This gives a three year overall improvement of 12%. The final predicted improvement target will of course depend of the out turn for 2005/06 which could be higher or lower than 28%. However, the final figures will not effect the predicted natural improvement or stretched target when expressed as 12 index points.

NOTES ON STRETCH TARGETS

Given current performance an improvement of 12 points would propel Kingston into the top three cleanest boroughs in London. This would be a considerable achievement.

Target 4**2.2 Personalised Travel Planning Delivering Modal Shift and CO2 Emission Savings (to be agreed)**

Demand management techniques are vital tools for Kingston Council if it is to change its residents' travel behaviour. There are a number of reasons:-

1. There will be no new roads or significant road expansion in the borough in the near future.
2. There will be no underground service and no significant changes to the over ground rail services in the borough in the near future.

With the absence of major infrastructure changes, demand management techniques, such as Personalised Travel Planning (PTP), travel plans and travel awareness, are vital in helping us achieve modal shift.

PTP is an innovative, relatively new technique for encouraging modal shift in the United Kingdom and across the world. PTP involves targeting individual members of the public with tailored information and incentives. The aim is to reduce the number of car trips by increasing uptake of sustainable transport options, primarily walking and cycling, but also public transport. The outcome will be a contribution to improved air quality locally and to the global priority of countering global warming.

In addition to the mode shift benefits this project also gives an opportunity to communicate with the large Korean population in New Malden. Our general travel awareness campaigns have traditionally not been bi-lingual as they have needed to communicate to all residents in the borough. Apart from language, other barriers exist which have prevented engaging a large number of Korean residents in a meaningful way, such as social exclusion. The value of the PTP project is that it will initially be focused on an area which is comprised of residents who predominantly speak one (or two) of two languages: English and Korean. This targeted approach to communicating travel options to residents will provide a greater opportunity than ever before to engage the Korean members of our community.

The first year of the PTP project will also allow us to capitalise on the recent investment in the redevelopment of the New Malden high street, which resulted in making the area more accessible for pedestrians and cyclists in particular. The synergies created by the redevelopment of the New Malden being followed by the PTP project which allows intensive communication with a large number of households in that area adds tremendous value to both projects.

NOTES ON STRETCH TARGETS

Target 5**GREENER COMMUNITIES****3.4 Improve Condition of Footways**

A high proportion of car journeys are short enough for walking and cycling to be realistic options. The council is determined to achieve modal shift to these modes and this form relates to the walking half of the objective. Better maintained footways and footpaths form the physical side of the effort needed to make walking more attractive to residents and visitors. They also contribute to social inclusion as the elderly and disabled are especially reliant on good quality footways.

The output has been selected for stretch based on a successful precedent involving carriageway condition in the first LPSA. Footway condition is identified as a priority in the Community Plan and was ranked as more in need of improvement than road surfaces by the 1,500 strong Kingston Citizens' Panel in February 2005.

The justification lies in the views of Kingston Citizens' Panel and in the contribution improved footways make to levels of walking, safety and social inclusion. Falls caused by footway defects can result in insurance claims and if the council can reduce these by achieving its target that helps to generate value for money. Highways Inspectors have been recording trips and falls since March 2005 and plotting them on the council's ISIS system so they are well placed to detect any decline in these incidents.

Target 6**COMMUNITY ENGAGEMENT****4.5 Increase in Volunteering (to be agreed)**

This outcome is about strengthening the capacity of voluntary organisations to support local communities. While Kingston has an active voluntary sector, research shows there are significant gaps in participation from, and support to, disadvantaged groups. Research also shows that there is unmet demand for volunteers with the necessary skills and experience. The VCS is an essential partner in delivering many of the Royal Borough's strategies and LAA outcomes and it is therefore vital that volunteers are recruited and skilled to fulfil the capacity needs of builder stronger communities within the borough. Successful volunteer recruitment and placement will build a more cohesive community, e.g.

- Greater capacity and provision by VCS services, easing the demand on statutory services
- Greater joint working/contracting with statutory services through VCS improving capacity

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- Better involvement and availability of volunteers particularly from under represented groups
- Greater availability of volunteers with the necessary skills, experience and values
- Better matching of volunteers to community needs
- Better coordination between voluntary agencies

This will be achieved by increasing the number of volunteers in trustee and governance roles (with the necessary skills, experience and qualities) and greater involvement and recruitment from under-represented groups including BME, older people, children, young people and those with disabilities.

It will require clarification of the definition of a volunteer, the frequency and length of volunteering (sustainability) and mapping of existing demand.

Target 7**HEALTHY ACTIVE LIVES FOR YOUNG PEOPLE****5.4 Healthier Schools**

Within the Children's Plan increasing the proportion of Healthy Schools is a key target for delivering the health outcomes from Every Child Matters within the school context. This priority will help to join up the work of schools with the work of health professionals and social services to push forward a range of high priority Government targets concerned with vulnerability, Child Protection and around the health of children and young people.

Currently 70% of schools are accredited with the local Healthy Schools award. However, current accreditation only lasts until 2007. From 2006 more stringent criteria will be in place making this award more difficult to achieve. National targets are to have 50% of schools reaching the Healthy Schools standard by December 2006 and 100% of schools engaged in the programme by 2009.

Target 8**HEALTHY ACTIVE LIVES FOR ADULTS****6.1 Active Ageing (to be agreed)**

Whilst numbers of older people in Kingston have been decreasing in recent years it is expected that they will start increasing in the next few years as the current cohort of middle aged people reach 65. Kingston has typically encouraged investment in preventative approaches that promote health, well-being and independence and reduce preventable diseases and the consequent health and social care costs. Kingston's Active Ageing Strategy is aimed at allowing older people to realize their potential for physical, social,

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and mental well being and to participate in society according to their needs, desires and capacities.

Over the next 3 years we aim to further develop these services through our active ageing partnership. One of the priorities is physical activity because of its proven physical, social and mental health benefits to older people, either individually or in group settings.

We will be working across voluntary and community sector groups, health, local authority social care and leisure partners to increase the activity levels of for people over the age 55. We will prioritise the increasing uptake by older people, such as those from black and minority ethnic groups or and from more deprived areas of the Borough. We will also target work towards those areas where we know concentrations of older residents can be found.

The role of statutory and voluntary services is fundamental to encouraging people to take exercise, as well as signposting them to available facilities. There is also the possibility of GPs using a prescription for activity.

As a partnership, we are working with Kingston University & St George's, University of London to evaluate the outcomes of existing active ageing programmes. This will help improve our ability to capture activity levels and associated benefits and to measure the impact of active ageing on well-being in terms of value to the individual, level of engagement of diverse minority groups and the overall uptake of activity and exercise.

Target 9**ECONOMIC WELL BEING****8.3 Supporting People with Health Related Problems into Work**

There are over 3,000 borough residents who are out of work with health related problems who are either on incapacity benefits or who are otherwise economically inactive. Many of these people may be in a position to work and probably wish to work given the right opportunities and support. At the same time local employers are experiencing recruitment difficulties because of the tight labour market and there are environmental sustainability benefits in maximising local recruitment. With appropriate support to both clients and employers it is considered that barriers to employment can be overcome resulting in improved health and well-being for clients whilst also enhancing the performance of the local economy. Numbers currently being supported into work are low and can be increased by building on and developing existing services and providing a new co-ordinated service for the main group of clients who are in receipt of incapacity benefits.

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Target 10**KINGSTON TOWN CENTRE****9.2 Maintain a Safe Environment in Kingston Town Centre by Day and Night**

It is a CDRP priority to reduce assaults in the borough. A high proportion of these offences occur in the town centre situated in Grove Ward. Taking into account all Violence Against The Persons offences per 1000 population, the figures for Grove Ward are 135.6 with Kingston as a borough significantly lower at 21. This illustrates the impact that the crime level in Grove Ward has on the remainder of the borough. Wounding and Common Assault offences both feature in the current and forthcoming MPS and borough policing plans and will be key targets to overall success.

Assaults in the town centre impact upon the quality of life of residents, businesses and visitors. They also impact upon Environmental Services, both the NHS and the London Ambulance Service amongst others.

The allocation of funds to Grove Ward would assist in linking CDRP priorities and strategies (i.e. the integration of the Police 24/7 Strategy with the Council's After Dark Strategy, which is currently in preparation) to achieve outputs. This in turn would assist in demand reduction for the police service in Grove Ward allowing for an improved service to the rest of the borough. In theory this should then positively impact upon both crime reduction and the detection rate for Kingston as a whole.

Funding would also reduced demand on the London Ambulance Service in the town centre allowing for more effective deployment elsewhere. Casualties at Kingston Hospital A&E would be reduced as a consequence. The wider impact of funding for Grove Ward would be the improved reputation of the area combined with a reduced fear of crime for residents and visitors. This would be of benefit for both the day and night-time economies.

Target 11**ATTAINMENT****10.1 Increase the % of Pupils with 5+ GCSE A*-C including English and Maths by the end of KS4**

Maths and English GCSE are key indicators looked for by both employers and further and higher education. Nationally conversion rates from level 5 at Key Stage 3 are much lower for mathematics than for English. This position is mirrored in Kingston. Also, the Government are now driving towards ensuring that all pupils get these qualifications by age 16.

As a result of this our approach in Kingston will not focus merely on what happens post-16 but will start with the notion that all pupils should achieve a

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qualification in both mathematics and English by age 16. Addressing this issue early will ensure that pupils are enabled to focus on chosen options post 16 with consequent savings to school in terms of needing to provide this area of curriculum as a repeat.

Target 12**10.5 Improve Progress Rates for More Able Pupils at Key Stage 2**

Despite very challenging targets Kingston's schools, in collaboration with the Local Authority, have raised achievement for their pupils when measured by the Government's key indicators. However, achievement for higher attaining pupils although well above national standards has not risen in line with the achievement of their peer group.

At Key Stage 2 there is a particular issue around boosting achievement at the level 5 indicator in both English and mathematics. Raised attainment in Key Stage 2 is key to meeting Government targets for further raised attainment at Key Stage 3 and Key Stage 4. This builds upon our previous LPSA.

STRETCH TARGET DETAIL

Target 1

Safer Communities

1.2b Support victims of domestic violence

Indicator by which performance will be measured

The percentage of incidents of domestic violence¹ reported to the police in the Royal Borough which result in sanctioned detections in 1) 2006/07, 2)2007/08 and 3)2008/09²

Current performance (2004/05)

20.9%

Source: recorded Police Performance Information Bureau (PIB) published figures

Performance at the end of the period of the Local Area Agreement

Financial years 2006/07, 2007/08, 2008/09

Performance expected without the Reward Element

- 1) 2006/07 30%
- 2) 2007/08 32%
- 3) 2008/09 34%

Performance target with the Reward Element

- 1) 2006/07 32%
- 2) 2007/08 34%
- 3) 2008/09 37%

Enhancement in performance with the Reward Element

- 1) 2006/07 2%
- 2) 2007/08 2%
- 3) 2008/09 3%

STRETCH TARGET DETAIL

Notes

¹ Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between people who are or have been intimate partners or family members, regardless of gender

² A sanctioned detection occurs when (1) a notifiable offence (crime) has been committed and recorded; (2) a suspect has been identified and is aware of the detection; (3) the CPS evidential test is satisfied; (4) the victim has been informed that the offence has been detected, and; (5) the suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced.

The payment of Reward Grant is dependent upon maintaining or improving the current (2004/05) Domestic Violence reporting rate.

The Performance Reward Grant applicable to this target will be shared between the above indicators in the following proportions:

- 1) 30%
- 2) 30%
- 3) 40%

STRETCH TARGET DETAIL

Target 2

Safer Communities

1.4 More effective and enduring drug treatment programmes

Indicator by which performance will be measured

- i. The number of individuals in contact with structured drug treatment services in the Royal Borough as per the LDP definition and measured by the National Drug Treatment Monitoring System (NDTMS March 2006 methodology)
- ii. The percentage of individuals in the Royal Borough retained in treatment over 12 weeks as defined by NTA methodology and measured by the National Drug Treatment Monitoring System (NDTMS March 2006 methodology)

Current performance (2004/05)

- i. 425
- ii. 73%

Performance at the end of the period of the Local Area Agreement

- i. Financial year ending 31 March 2009
- ii. Financial year ending 31 March 2009

Performance expected without the Reward Element

- i. 750
- ii. 80%

Performance target with the Reward Element

- i. 785
- ii. 85%

Enhancement in performance with the Reward Element

- i. 35
- ii. 5%

Allocation of Performance Reward Grant

- i. 50%
- ii. 50%

STRETCH TARGET DETAIL

Target 3

Cleaner Communities

2.1 Cleaner Neighbourhoods – Encams Measure

Indicator by which performance will be measured

The proportion of relevant land and highways (expressed as a percentage) in the Royal Borough that is assessed as having combined deposits of litter and detritus that fall below an acceptable level ¹

Current performance (2004/05)

28%

Performance at the end of the period of the Local Area Agreement

Financial year ending 31 March 2009

Performance expected without the Reward Element

20%

Performance target with the Reward Element

16%

Enhancement in performance with the Reward Element

4%

Notes

¹ The definition used will be that contained in BV199a. The lower the result the better the performance. An acceptable level is defined as grade A, B+ and B as defined in the Code of Practice on Litter and Refuse 1999. Definitions are as set out in the Best Value Performance Indicators - BV199a. These definitions cover the survey and measurement protocols.

STRETCH TARGET DETAIL

Target 4

Cleaner Communities

2.2 Personalised travel planning delivering modal shift and CO2 emission savings

To be agreed

STRETCH TARGET DETAIL

Target 5

Greener Communities

3.4 Improve condition of footways

Indicator by which performance will be measured

Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered (as measured by BVPI 187)

Current performance (2004/05)

38%

Performance at the end of the period of the Local Area Agreement

Financial year ending 31 March 2009

Performance expected without the Reward Element

26%

Performance target with the Reward Element

17%

Enhancement in performance with the Reward Element

9%

STRETCH TARGET DETAIL

Target 6

Community Engagement

4.5 Increase in volunteering

To be agreed

STRETCH TARGET DETAIL

Target 7

Healthy Active Lives for Young People

5.4 Healthier schools

Indicator by which performance will be measured

- i. % of schools with accreditation as Healthy Schools as measured by DfES LEA Data matrix
- ii. % of schools working towards the Healthy Schools scheme as measured by DfES LEA Data matrix

Current performance (2004/05)

- i. 50%
- ii. 70%

Performance at the end of the period of the Local Area Agreement (31 March 2009)

- i. By the end of the summer term 2009
- ii. At the end of the academic year 2008/09

Performance expected without the Reward Element

- i. 75%
- ii. 90%

Performance target with the Reward Element

- i. 95%
- ii. 100%

Enhancement in performance with the Reward Element

- i. 20%
- ii. 10%

Allocation of Performance Reward Grant

- i. 80%
- ii. 20%

STRETCH TARGET DETAIL

Target 8

Healthy Active Lives for Adults

6.1 Active aging

To be agreed

STRETCH TARGET DETAIL

Target 9

Economic Well Being

8.3 Supporting people with health related problems into work

Indicator by which performance will be measured

- i. The number of people resident in the Royal Borough who have been in receipt of an incapacity benefits¹ for at least 26 weeks who start sustained employment of at least 16 hours or more per week for 13 consecutive weeks or more
- ii. The number of people resident in the Royal Borough and claiming incapacity benefits¹ for a minimum of at least 26 weeks, gaining permitted work² of less than 16 hours for 13 consecutive weeks or more

Current performance (2004/05)

- i. 10
- ii. 22

Performance at the end of the period of the Local Area Agreement

Performance will be measured over the period 1 April 2006 to 31 March 2009

Performance expected without the Reward Element

- i. 30
- ii. 66

Performance target with the Reward Element

- i. 90
- ii. 116

Enhancement in performance with the Reward Element

- i. 60
- ii. 50

Allocation of Performance Reward Grant

- i. 70%
- ii. 30%

STRETCH TARGET DETAIL

Notes

¹ Incapacity Benefit (IB), Severe Disablement Allowance (SDA (TP)), Income Support (IS) on the basis of incapacity for work and those awarded National Insurance Credits (NICS) on the basis of incapacity for work.

² Using the prevailing definition used by Jobcentre Plus (currently Permitted Work Lower Limit – claimant allowed to earn up to £20 per week for an indefinite period (minimum wage rules apply); Permitted Work Higher Limit – claimant allowed to earn up to £78 per week for up to but not including 16 hours per week (minimum wage rules apply). This work is only permitted for up to 26 weeks, with a possible extension to a maximum of 52 week if it is agreed with a job broker, Disability Employment Adviser or Personal Adviser that an extension would help them move into full time work over 16 hours. Further periods of Permitted Work Higher Limit can be tried separated by a gap of 52 weeks. Supported Permitted Work – this is work either in the community or a sheltered environment as long as it is supported and supervised by a person employed by a public or local authority or voluntary organisation engaged in the provision or procurement of work for persons who have disabilities. The support and supervision must come from an external agency, not just natural workplace supports. Earnings must not exceed £78 per week (minimum wage rules apply).

- People starting work as described above on or before 31 March 2009 can be counted toward achievement of this target for 13 weeks after 31 March 2009.
- People who are engaged with the LAA initiative cannot be involved in an employment scheme run by Job Centre Plus (including their delivery partners) or another government agency at the point of referral to the initiative. Customers who are on specialist adviser caseloads but not engaged within a training or employment initiative can access the LAA initiative. The Council commits to maintaining detailed client records, which will enable this to be independently verified by auditors.
- Whilst an individual can count once in both indicators (i) and (ii), they cannot count more than once in the same indicator.

STRETCH TARGET DETAIL

Target 10

Kingston Town Centre

9.2 Maintain a safe environment in Kingston town centre by day and night

Indicator by which performance will be measured

Number of wounding and common assault offences in Grove Ward (including domestic violence)

Current performance (2004/05)

927

Source: recorded Police Performance Information Bureau (PIB) published figures

Performance at the end of the period of the Local Area Agreement

Performance in the period 1 April 2006 to 31 March 2009

Performance expected without the Reward Element

2575

Performance target with the Reward Element

2528

Enhancement in performance with the Reward Element

47

Notes

No PRG is payable in respect of this target if the number of wounding and common assaults in the whole of the Royal Borough is increased above the 2004/05 baseline of 2451.

STRETCH TARGET DETAIL

Target 11

Attainment

10.1 Increase the % of pupils with 5+ GCSE A*-C including English and maths by the end of Key Stage 4

Indicator by which performance will be measured

- i. The percentage of pupils attending schools in the Royal Borough achieving Key Stage 3 level 5 maths who go on to achieve grades A* - C or above in maths as measured by DfES LEA Data Matrix
- ii. The percentage of pupils attending schools in the Royal Borough who achieve 5 grade A* - C GCSEs (including English and maths) as measured by DfES LEA Data Matrix

Current performance (2004/05)

- i. 25%
- ii. 59.1%

Performance at the end of the period of the Local Area Agreement

- i. At the end of the academic year 2008/09
- ii. At the end of the academic year 2008/09

Performance expected without the Reward Element

- i. 30%
- ii. 61%

Performance target with the Reward Element

- i. 35%
- ii. 63%

Enhancement in performance with the Reward Element

- i. 5%
- ii. 2%

Allocation of Performance Reward Grant

- i. 25%
- ii. 75%

STRETCH TARGET DETAIL

Target 12

Attainment

10.5 Improve progress rates for more able pupils at Key Stage 2

Indicators by which performance will be measured

- i. Percentage of pupils attending schools in the Royal Borough achieving level 5+ English in SATs at the end of Key Stage 2 as measured by DfES LEA Data Matrix
- ii. Percentage of pupils attending schools in the Royal Borough achieving level 5+ maths in SATs at the end of Key Stage 2 as measured by DfES LEA Data Matrix

Current performance (2004/05)

- i. 34%
- ii. 40%

Performance at the end of the period of the Local Area Agreement

- i. Academic year 2008/09
- ii. Academic year 2008/09

Performance expected without the Reward Element

- i. 40%
- ii. 43%

Performance target with the Reward Element

- i. 44%
- ii. 46%

Enhancement in performance with the Reward Element

- i. 4%
- ii. 3%

Allocation of Performance Reward Grant

- i. 60%
- ii. 40%

FUNDING

Outcome	Aligned Funding	Pooled Funding
1. SAFER COMMUNITIES		
1.1a To reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime	BCU Fund	SSCF Fund (*£191,529 including Anti Social Behaviour funds)
1.1b To build respect and reduce anti social behaviour	BCU Fund	SSCF Fund (see* above)
1.1c Reduce the harm caused by illegal drugs	BCU Fund	SSCF Fund (see* above)
1.2a Provide housing support to victims of hate crime (including domestic violence)	BCU Fund	SSCF Fund (see* above)
1.2b* Support victims of domestic violence	BCU Fund	SSCF Fund (see* above)
1.3 Effective and enduring alcohol treatment programmes	DAAT funding	
1.4* More effective and enduring drug treatment programmes	DAAT funding	
1.5 Reduction in number of re-referrals to Children and Family Service occurring within 12 months		
1.6 Reduce the number of children deregistered from the Child Protection Register who have been on the register for two years or more		
1.7 Increase the number of substance misusing parents accessing treatment		
1.8 Safer roads, measured in terms of both casualty reduction and perception of safety	i. Borough Spending Plan: award from Transport for London	
	ii. Sponsorship in cash and kind for road safety education etc	
1.9 Stability of placement		
2. CLEANER COMMUNITIES		
2.1* Cleaner neighbourhoods – Encams measure		
2.2* Personalised travel planning delivering modal shift and CO2 emission savings		
2.3 Reduce fuel poverty and increase energy efficiency in homes	HECA budget – revenue and capital	Sub-regional bid to GOL (outcome to be known March 2006)
3. GREENER COMMUNITIES		
3.1 Reduced business waste and increased recycling and energy efficiency on industrial estates		
3.2 Enhance the local environment through the conservation of biodiversity and the natural environment	i. Grounds Maintenance budget	i. HLF Grants (amount tbc)
	ii. Nature Conservation budget £41K	ii. Lower Mole Countryside Management Project £13K
	iii. s106 Legal Obligations	
3.3 An improved environment for walking and cycling and an increase in use of these forms of transport		
3.4* Improve condition of footways	i. TfL funding via BSP award	
	ii. Prudential borrowing by Council	
4. COMMUNITY ENGAGEMENT		
4.1 Increase civic participation by young people	i. LPSA pump priming money	
	ii. Youth Service budget	
4.2 Empower local people to have a greater voice and influence over local decision making and delivery of services	Council budget	
4.3 Better perceptions of community engagement and cohesion		

FUNDING

Outcome	Aligned Funding	Pooled Funding
4.4 Promotion of social inclusion – access to justice and referral pathways		
4.5* Increase in volunteering		
5. HEALTHY ACTIVE LIVES FOR YOUNG PEOPLE		
5.1 Reduce drug and alcohol related harm to children and young people	Young People's Substance Misuse Partnership Grant	
5.2 Improved access to sexual health services for young people	Choosing Health	
5.3 Reduce the rate of under 18 conceptions	Choosing Health	
5.4* Healthier schools		Funding from Richmond and Merton Councils for running a cost effective joint programme (amount tbc) Choosing Health funding from the PCT (dependant on PCT budgets) Funding from schools to release staff for training (amount tbc)
5.5 Healthy eating and active lifestyles		
5.6 Improve support of vulnerable children - psychological and mental health	CAMHS modernisation grant Choosing Health	
6. HEALTHY ACTIVE LIVES FOR ADULTS		
6.1 Active aging		
6.2 Improve health/reduce obesity in over 50s	Choosing Health	
6.3 Improve the quality of life of disabled people by enabling more people with learning and physical disabilities to live in their own homes		
7. SUSTAINABLE COMMUNITIES		
7.1 New affordable housing		
7.2 Increase % of social housing in decent condition. Decent Homes standard		
7.3 Reduce the number of children that live in homes which do not meet decency standards		
7.4 Reduce average stay in B&B for families with children		
7.5 Reduce number of families with children in temporary accommodation and length of stay	ODPM (Homelessness Directorate) funding	
8. ECONOMIC WELL BEING		
8.1 Supporting local SMEs and 3 rd Sector organisations to procure from public sector organisations	i. Council Procurement funding	
	ii. Kingston Chamber of Commerce	
8.2 Improved community transport options leading to greater social inclusion	i. TfL funding via SWELTRAC of purchase costs for vehicles. £46,500 provided in 2005/06. Further sums bid for up to 2008/09	Bridge House Trust. £75K over 3 years provided a matching amount is secured from other sources
	ii. Council revenue funding from parking surplus account	
8.3* Supporting people with health related problems into work		
8.4 Increase local skill levels with reference to local business need	i. KC	
	ii. LSC	
	iii. Cambridge Road CAP	
8.5 Continue to support more disabled children and those with learning difficulties to engage in work experience		

FUNDING

Outcome	Aligned Funding	Pooled Funding
9. KINGSTON TOWN CENTRE		
9.1 Maintaining a robust and diverse economy in Kingston town centre especially in the period prior to and during major redevelopment		
9.2* Maintain a safe environment in Kingston town centre by day and night	BCU Fund	SSCF Fund (see* above)
9.3 A more sustainable environment in Kingston town centre		
9.4 Improve transport and access in and to Kingston Town Centre		
10. ATTAINMENT		
10.1* Increase the % of pupils with 5+ GCSE A*-C including English and maths by the end of Key Stage 4	Standards funding from National strategies Council funding for inspection and advisory service	Funding from schools for joint Easter school provision – estimated £20K
10.2 Reduce % of 19 year olds not in education, employment or training		
10.3 Increase % of 19 year old care leavers in education, employment or training	LSC	
10.4 Intervention to ensure vulnerable 16-year olds have an appropriate destination		
10.5* Improve progress rates for more able pupils at Key Stage 2	Standards funding from National strategies Council funding for inspection and advisory service	Funding from schools for joint project work – estimated £5K towards schools training
10.6 Increase the number of looked after children in further education, employment and training		
10.7 Improve school attendance of looked after children		
11. OPPORTUNITY		
11.1 Maintain the educational outcomes of care leavers		
11.2 Improve achievements for children with disabilities/special educational needs		
11.3 Increase up-take of direct payments by families with disabled children		
11.4 Provide positive activities during out of school time for vulnerable young people		
12. MAKE A POSITIVE CONTRIBUTION		
12.1 Reduction in number of looked after children receiving formal warnings/ convictions		
12.2 Reduction of number of first time offenders entering the youth justice system		
12.3 Effectiveness of the outcome of participation by children and young people directly influencing service development		
12.4 Reduce anti-social behaviour by young people		

Organisations involved in the Community Leadership Forum

Health and Well Being Board

Kingston and Surbiton District Synagogue

Kingston Arts Council

Kingston Benefits Agency

Kingston Centre for Independent Living

Kingston Chamber of Commerce

Kingston Citizens Advice Bureau

Kingston College

Kingston Employment Service

Kingston Hospital Trust

Kingston Magistrates Court

Kingston Muslim Association

Kingston Primary Care Trust

Kingston Racial Equality Council

Kingston Sports Council

Kingston Town Centre Management Limited

Kingston University

London Fire Brigade

Metropolitan Police Service

Prospects

Richmond upon Thames Churches Housing Trust

Royal Borough of Kingston upon Thames Council

Save the World Club

St John's RC Church

South London Learning & Skills Council

South West London Probation Service

United Reformed Church, New Malden

Youth Parliament Member

Members of Community Leadership Steering Group

The Royal Borough of Kingston Council Leader (Chair)

The Royal Borough of Kingston Council Chief Executive

Primary Care Trust Chief Executive

Metropolitan Police Borough Commander

Kingston University Pro Vice Chancellor

Chamber of Commerce Chief Executive (Vice Chair)

Kingston Town Centre Manager

Kingston Voluntary Action Chief Executive (Vice Chair)

Kingston Racial Equality Council Chief Executive

Richmond upon Thames Churches Housing Trust Housing Services Director

Kingston Member of the Youth Parliament

Save the World Club

London South Learning & Skills Council Director of Operations



Home Office

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Mr T Knights
 Kingston upon Thames Royal Borough Council
 Guildhall
 High Street
 Kingston upon Thames
 Surrey
 KT1 1EU

Our Ref
 Your Ref
 Date 26 May 2004

Dear Mr Knights

FOLLOW -UP OF HOME OFFICE COMMITMENTS ON LPSAs

We have now received from ODPM the final (signed) copy of Kingston upon Thames' LPSA agreement. I note that in relation to your vehicle crime target, the Home Office has committed to deliver the following freedom & flexibilities:

"Change 5

The Home Office agrees that the Crime and Disorder Reduction Partnership will be given assurances as to the minimum allocations it will receive from Government sources towards funding of the Crime, Disorder and Anti-social Behaviour Reduction Strategy for each of the years 2003/04; 2004/05 and 2005/06 at the beginning of the LPSA to facilitate planning of initiatives.

Change 6

The Home Office will allow the Crime and Disorder Reduction Partnership to spend from its allocations received from Government towards funding of the Crime, Disorder and Anti-social Behaviour Reduction Strategy from 1 April in each of the years 2003/04; 2004/05 and 2005/06 without having to await Government Circulars, Conditions of grant, approval of plans by the Crime Reduction Director or other guidance to facilitate planning of initiatives.

Change 7

The Home Office agrees the payment of grant to the Crime and Disorder Reduction Partnership in two rather than four tranches in the financial years 2003/04, 2004/05 and 2005/06 and without the need for quarterly reporting to Government Office for London on updates to the Funding Plan; milestones; use of funding streams and projected expenditure except for one single report in the fourth quarter of the financial year."

These have been passed to the Regional Crime Reduction Team (Tel: 020 7217 3328).

Yours sincerely

Michael Hegarty
 Home Office LPSA Team