

OUTCOME IMPROVEMENT PLAN (OIP) FOR THE CHILDREN AND YOUNG PEOPLE PLAN 2008-2011
ACTIONS FOR 08/09 - 6 MONTH PROGRESS UPDATE (OCTOBER 2008)

OUTCOME	ACTION REQUIRED	BY WHEN	RESOURCES	LEAD OFFICERS	OUTCOME TARGET	RISK (After Controls)	PROGRESS as at Oct 08
Be Healthy 1: Develop comprehensive mental health services to support children and young people's mental health and emotional well-being. Strategic Lead Officers: Anna Crispin, RBWM Head of Children's Commissioning & Helene Green, RBWM Principal Officer for Psychology and Inclusion							
Children and young people have access to early intervention, and swift and effective support for emotional difficulties	1.1 Implement, monitor and evaluate a new integrated hub model of delivery, supported by two primary mental health care workers within area teams. <ul style="list-style-type: none"> Engage children, young people and their families in developing the service 	March 09	CAMHS local authority grant (£100k)	Helene Green, Pauline Herring	SDQ use demonstrates interventions delivered at the appropriate level and provides an accurate baseline for target setting. Pre/post SDQs evidence improvements in most cases. Evidence that stakeholder feedback is used to support service developments. Time between accepting a referral and providing a service.	Medium / high (potential recruitment difficulties)	Advanced planning is in place for the hub model and associated protocols. Specific action for ASD and LDD is underway. Young people have been involved in recruitment for the staffing of the hub model. There is now a high risk of recruitment difficulties affecting the implementation phase.
Children in care receive appropriate intervention for their mental health needs	1.2 <ul style="list-style-type: none"> All children in care between the ages of 4 and 16 (inclusive) who have been in LA care for at least a year will have their emotional needs assessed using the SDQ Deliver co-ordinated interventions at the appropriate level of support 	March 09	CAMHS local authority grant (£100k)	Helene Green, Julie Kennewell	NI58: Emotional health of children in care [LAA Target to be set in 2009 using 2008 baseline]	Low High (commissioning & recruitment)	Policy and process for SDQ integrated into Health Care Pathway 31% of SDQs completed by October 2008
A full range of effective CAMHS services are delivered for	1.3 Commission an effective specialist child and adolescent mental health (CAMHS) service based upon a revised	March 09	East Berkshire specialist CAMHS budget	Anna Crispin, Paula Head	NI51: Effectiveness of CAMHS services: 12/16 by 2009 14/16 by 2010	High (risks in commissioning &	Specification finalised, tender documents being prepared by PCT.

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children with mental health needs	specification and best value principles.				16/16 by 2011 [LAA Target]	recruitment)	
Increased confidence in the ability of services within the Borough to understand and meet the emotional and mental health needs of children, young people and their families	1.4. Develop awareness, understanding and the skills of the workforce in relation to emotional health and well-being through comprehensive professional development.	March 2011	Healthy Schools Team, CAMHS budget, Behaviour and attendance, Primary Strategy SEAL budget £19,000	Hub co-ordinator and service leads	Increase proportion of schools attaining NHSS to 97% by Dec 2010 (59 schools) 46 schools by April 2009 [LAA Target] At least 50% of primary schools have established SEAL as a whole school approach for EHWB	Low/medium	44 schools (72%) have achieved NHSS At least 90% of primary schools are engaged with SEAL as part of a whole school approach for EHWB
Be Healthy 2: Develop integrated services to promote children and young people's physical health in order to improve sexual health and reduce levels of obesity and substance misuse. Strategic Lead Officers, Sarah Parsons, Children's Services Manager, Berks East PCT & Cyndy Gray, RBWM Healthy Schools Adviser							
Children, young people and their parents/carers have easy access to information and support for health issues	2.1 Use the results of young people's consultation on health zones to inform the development of young people's service provision within available resources.	March 2009	Not yet identified	Carolyn Finlay/Sarah Parsons (PCT)	Prioritise sites in three areas – Windsor, Maidenhead and Ascot.	High – uncertainty about resources	Draft Service specification prepared (linked to sexual health drop in sessions – page 6). Ongoing discussion by joint commissioners

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Infants are given the best start in life through increased breastfeeding rates	2.2. Work towards increasing early intervention services to reduce risks of poor health by improving breastfeeding rates	Yearly breastfeeding figures Feb 09	Children's centre funding to support additional training of HV staff	Sarah Parsons	Improved breastfeeding rates at 6 weeks postnatally (NI 53) St Marks Children Centre to achieve Baby friendly status within 2 years	High – as rates not solely dependent on input from HV service	First meeting with UNICEF baby Friendly team Oct 08 Baseline figures for breastfeeding rates at 6/8 weeks to be submitted to DOH early next year.
Children and young people adopt healthy lifestyles	2.3. Support schools to achieve and maintain National Healthy School status	Dec 2010	LAA grant £21,000 Area Based Grant £46,717	Cyndy Gray	Increase proportion of schools attaining NHSS to 97% by Dec 2010 (59 schools): 44 schools by Dec 2008 and 46 schools by April 2009 [LAA Target]	Low	44 schools (72%) have achieved NHSS
Children and young people adopt healthy lifestyles	2.4. Support schools to develop school travel plans	End academic year 2010/2011	School Travel Advisor Grant £21,000 pooled with Education and Inspections Act funding of £13,000 to pay for School Travel Advisor	Gordon Oliver	NI198: Mode of travel to school: decrease proportion of children travelling to school by car, van or taxi to 37% by 2010/11 [LAA Target] 100% schools to have school travel plans by 2010	Medium	33 schools (40%) have travel plans in place. A further 15 schools have their travel plans under way. 17 schools are participating in the Borough's Walk to School incentive scheme.
Children and young people engage in high quality PE and Sport	2.5. Provide support in all schools across the SSPs in the provision of: <ul style="list-style-type: none"> 2 hours high quality curriculum time PE for all young people a successful OSH PE & school sport programme opportunities for all young people to participate in high 	End academic year 2010/2011	Grant money received by the SSPs, CPD funding received through the YST, Big Lottery funding, Community Sport Coaching grants, SLA agreements	School PESSCL Group RBWM Sports Development Team	NI57: Participation in high-quality PE and sport [LAA Target to be set in 2009] 2008 Data collected through PESSCL survey Windsor Target 2008: 95% Charters Target 2008: 93% <u>Inter-School competition</u> Windsor Target 2008 – 50%, 2009: 50%	Medium	Windsor SSP - 94% Charters SSP 92% Above national average of 91% and national PSA target of 85% <u>Inter-School competition</u> Windsor 2007– 35% Charters 2007– 33% National average 2007 35% Windsor 2008 -40% Charters 2008 – 40%

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	quality intra/inter school competition <ul style="list-style-type: none"> Developing strong community/ club links Opportunities for all young people in volunteering and leadership Working with schools in delivering the new '5 hour offer' 		through all schools in the Partnership, Grants through governing bodies		Charters Target 2008 – 40%, 2009: 45% <u>Club Links</u> Windsor Target for 08 – 60% <u>Leaders and Volunteers</u> Windsor Target 2008 – 25%		National average 41% <u>Club Links</u> Windsor 2007– 35% Charters 2007– 32% exceeds national average of 29% Progress so far in 2008 Charters 54% - an improvement on last year <u>Leaders & Volunteers</u> Windsor 2007 - 19% Charters 2007 - 14% exceeds national average of 12% Progress so far in 2008 – Charters 17% - an improvement on last year All schools working towards 5 hours PE and sport within and beyond the school gates.
Children and young people eat healthily	2.6. Promote healthy eating <ul style="list-style-type: none"> Ensure School Meals provided by local authority contractors meets local specification and national regulations Ensure schools have access to information, resources and campaigns to support them in the promotion of healthy eating and physical 	Sept 2009	School lunch grant Officer time	Jill Thompson Jacqui Copp	NI 52: Take up of school lunches Increase uptake of schools meals in primary schools to 33% All schools to meet food and nutrition regulations by September 2009 Increase number of schools	Medium Medium	Uptake of school meals in primary schools April to October 2008 has fluctuated between 35.68% (May) and 31.79% (Sept). Uptake is historically low in September. Primary School menu provided by local authority contractor compliant with the new Nutrient Standards.

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	activity				participating in Food Awareness Week from 53 to 55 91% pupils know they should eat at least five portions of fruit and vegetables a day		60 out of 78 schools (including independent schools) participated in Food Awareness Week in June 08.
Children and young people are less at risk of poor health outcomes due to obesity	2.7. Develop and implement the Berkshire East PCT Obesity Strategy: <ul style="list-style-type: none"> Weigh and measure children from year 1 and 6 to establish BMI's and use the results together with audits of physical activity (via PESSCL) to plan interventions 	Ongoing until March 2011	Existing PCT budget & Healthy Schools programme	Sarah Parsons/ Dr Angela Snowling	NI56: Obesity among Year 6 pupils: decrease from 13.6% (2007/08) to 12.8% (2008/9) 12.4% (2009/10) 12% (2010/11) [LAA Target] Minimum of 80% of children on role to be measured	Low risk of measuring but high risk to any intervention being delivered without additional funding	Targets exceeded for weighing and measuring. Local calculations of prevalence will be available in Nov. Commissioning plans will include launch of care pathway, provision of increased breastfeeding support, 4F service and increased access to self help services and walk leader training (all to be targeted in high rate wards).
Children and young people choose not to misuse substances	2.8. Develop and implement the Young People's Substance Misuse Plan in line with the National Drugs Strategy and Youth Alcohol Action Plan Sustain and develop the peer led drug education programme in all secondary schools	March 2009	£73,840 24,827 (HO) 16,925 (DSCF) 18,588 (YJB) 13,500 (under 18 treatment)	Di Wright	NI 115: Substance misuse by young people Reduce the number of young people who have got drunk three or more times (in the last 4 weeks) to 6% (Tellus Survey) Reduce the number of young people who have taken drugs (in the last 4 weeks) to 6% (Tellus Survey) Increase the numbers in treatment by 5%	Medium	Numbers of CYP reported getting drunk 3 or more times in last 4 weeks measured at 6% in Tellus 3 survey Tellus drug use questions have changed but doesn't seem this target has been met. Numbers in treatment currently above target. New service provider working hard to establish

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					Of those young people seeking support, 75% have positive outcomes, including improved attendance and behaviour and success in AQA or GCSEs		system for measuring positive outcomes. 12/21 young people within the YOT have had positive outcomes– either reduced or nil drug use (9/21 have just entered treatment)
Young people are enabled to make informed choices about their sexual behaviour	2.9. Increase access to young people's sexual health drop-in services.	March 2009	£25,000 from Teenage pregnancy grant towards clinics – support also to come from PCT	Angela Wellings Carolyn Finlay	NI112: Reduce under 18 conception rate to 15 conceptions per 1000 girls by 2010 NI113: decrease prevalence of chlamydia in under 25 year olds: baseline is 10%. 'Vital Signs Indicator' Aim to screen 17% of the total 16-24 population for Berkshire East. (to include all under 25 Chlamydia testing outside GUM)	Risk currently high until services developed	Staged approach to developing SH drop in services agreed. Service in St Marks Hospital to be commissioned through children's trust. Speakeasy Model being reviewed across east Berkshire. The PCT has discussed proposal for Windsor locality with GP's Practice Based Commissioning. Continued roll-out of Berkshire East Chlamydia Screening Programme. Screening volume is at a third of the VSI and will be higher once data collated end of 3 rd quarter.
Stay Safe 1: Develop early intervention services for families, schools and community settings in order to improve outcomes for vulnerable children and young people. Strategic Lead Officers: Neil Harris, RBWM Children's Services Manager, Safeguarding and Specialist Services							
Children requiring support are identified, and	1.1 Further develop use of the Common Assessment Framework (CAF) and improve			David Mead	Increase in numbers of children subject of a CAF plan		Online Training programme and pre-assessment checklist fully implemented. Online upgraded directory

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receive appropriate support coordinated by a lead professional	information sharing through Contact Point <ul style="list-style-type: none"> Services developed around the child coordinated by a lead professional Contactpoint developed and implemented across local area 	August 2008 April 2009	Officer time Specific grant / Officer time		Contactpoint launched / Local Authority Readiness Assessment requirements met	Low Low	launched Sept 08. CAF promoted in GP surgeries and through EPIC training. 32 CAFs completed since April 08. Contactpoint Local Authority readiness assessment requirements met in full. Contactpoint project plan implemented as planned.
Children's centres identify and respond to local need	1.2. Complete implementation of the Children's Centres programme and ensure that services are responsive to local needs.	Phase 2 by March 2008, phase 3 by March 2010	Sure Start and Early Years Grant, and childcare grant	Joan Wallace	NI109: Number of Sure Start Children's Centres – Six by March 2008, with a further four areas of development by March 2010	Low	7 Children's Centres by March 2008 in phase 2. Phase 3 planning on track to achieve 2010 target. System in place to ensure that "reach" targets are achieved within designated areas.
Extended schools identify and respond to local need	1.3 Complete implementation of the Extended Schools programme and ensure that services are responsive to local needs: <ul style="list-style-type: none"> Schools provide a varied menu of activities and childcare. Schools provide parenting support. Schools provide timely and easy access to support Schools provide facilities for use by wider community 	2010	Extended Schools Grant, Schools Capital Projects budget / Officer time	Extended Schools Area Co-ordinators	Schools provide access to a varied menu of study support and play activities, combined with childcare in primary schools from 8am-6pm, and a safe place in secondary schools 8am-6pm. Schools support parents by providing access to parenting programmes, family learning sessions, and comprehensive information. Schools use CAF where appropriate, and provide support through school and	Low	60% of schools provide full core offer, exceeding govt. target by 6%. Policy pledge that half of all primary schools and a third of all secondary schools would reach full core offer met. 76% providing childcare offer, 89% providing full access to a varied menu of activities. 6 schools undergoing QISS accreditation for study support. 12 facilitators trained to implement pyramid clubs in schools. 70% of schools achieving

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					other services that are delivered in a timely fashion coordinated by the school or other lead professional		full core offer for the range of parenting services on offer (including family learning). 100% of schools achieving full core offer for swift and easy access. CAF process can be followed where appropriate. 84% of schools provide full core offer for community access
Children privately fostered are supported appropriately	1.4 Improve identification of children who are privately fostered i) Review RBWM policy / procedure, and promote local agencies' knowledge of private fostering ii) Develop parenting handbook	March 2009	Officer time	FARS Team Manager	Increased identification of children privately fostered in local area	Low	RBWM policy / procedure reviewed. Policy promotion implemented through LSCB partner agencies. 1 additional young person privately fostered identified. Parenting Handbook commissioned.
		June 2008	LSCB / Safeguarding Service Budget	Neil Harris	Self-reporting of children privately fostered promoted	Low	
Young Carers are identified and supported appropriately	1.5. Improve identification of young carers and implement the Young Carers' Strategy.	March 2009	Carers Grant / Youth and Community Services base budget	Jenny Armstrong	Increase in numbers of young carers identified, and supported via young carers group NI 135: Young Carers receiving a needs assessment or review and specific carers service or advice and information: 33 (10%) by 2009 49 (15%) by 2010 66 (20%) by 2011 [LAA Target]	Low	PRTCS assessment tool established and in use. Considerable progress in awareness of the referral process across statutory and voluntary sector. 9 new young carers actively involved with the Young Carers Project since April 08. 29 young carers identified currently accessing services, on track to meet target of 33 by 2009.
Children affected by domestic	1.6. Implement the Domestic Abuse Strategy.	March 2009	Officer time / 1.5K for facilitator	Sophie Crowe, Children and	Pilot project to be implemented and reviewed	Low	Support Group did not start in April 08 owing to low number of referrals and full

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abuse are supported appropriately	<ul style="list-style-type: none"> Facilitate support group for children affected by DA – run pilot for 12 weeks form April 2008 Develop facilitator training in RBWM – recruit 6 additional facilitators Develop DA agenda within school settings Up-date local assessment of need against national standards 		training	Young People sub-group of Domestic Abuse forum	6 additional facilitators recruited		engagement by families. Remedial action: recruit additional facilitators to widen referral net and support. Training for additional facilitators currently taking place. Following training, group work to be implemented (planned Jan 09). 5 RBWM staff (Social Care and Family Friends), and 2 from East Berks Women’s Aid attended training. Need to extend trained professionals across Children’s Trust Partnership
Children are supported in order to reduce the incidence and negative effects of bullying/being bullied	<p>1.7. Support schools to prevent and tackle bullying</p> <ul style="list-style-type: none"> Develop local guidance on preventing and managing bullying in line with the latest DSCF Safe to Learn guidance Pilot the use of Sentinel in up to 12 schools to record bullying, racism, and homophobic incidents Set up RBWM helpline for parents whose children are being bullied 	<p>March 2009</p> <p>March 2009</p> <p>March 2009</p>	<p>Officer time</p> <p>Officer time</p> <p>£800 for staff training, Officer time. Budget for promotional materials TBC</p>	<p>Cyndy Gray</p> <p>Tim Lake</p> <p>Debbie Verity / Anne Gilbert</p>	<p>NI 69: Children who have experienced bullying</p> <p>Increase in Headteachers valuing LA support in audit commission school survey. Reduce average figure from 2.39 to 2.30</p> <p>Increase the number of pupils who say that they have never been bullied in the last 4 weeks, and increase numbers of pupils who say their schools handle bullying issues well.</p>	Low	<p>% bullied in the last 4 weeks (TellUs3) is 21%, down from 29% last year and below target of 26%.</p> <p>% RBWM pupils who reported that bullying was ‘one of the things that they worry about the most’ lower than the national average (24% compared to 27%). Locally, this was the lowest level of worry reported for any of the 12 options</p> <p>89% think that bullying is a problem in their school nationally compared to 88% in RBWM schools.</p>

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							<p>However, RBWM pupils who think that their school deals with it 'very well' or 'quite well' is well below the national average (27% compared to 35%).</p> <p>Audit commission schools survey score increased from 2.39 to 2.60 (showing reduced satisfaction). This is in-line with the average trend across all questions [17 schools rated the support good, 15 rated it satisfactory and 3 rated it poor - secondary schools were slightly up, Primary responses were slightly down].</p> <p>Activities through anti-bullying week include: package of support to all schools, consultation with 60 primary school children.</p> <p>Help line for parents to be launched end of November.</p>
<p>Children who are educated in residential boarding schools (who do not have looked after</p>	<p>1.8. Review safeguarding practice for children placed in out-of-borough residential schools.</p> <ul style="list-style-type: none"> • LSCB to commission audit. • Develop local policy on 	<p>July 2008</p> <p>Nov 2008</p>	<p>LSCB Budget / Officer Time</p> <p>Officer time</p>	<p>Neil Harris</p> <p>Jerry Curtis</p> <p>Rhidian</p>	<p>Analysis presented to LSCB prevention sub-group, and recommendations considered for future commissioning.</p>	<p>Low</p> <p>Low</p>	<p>LSCB has commissioned Children Act Enterprises to complete audit. Audit to be completed in November 08.</p>

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status) are appropriately safeguarded	sourcing residential school placements for children who do not have looked after status			Jones	Children who are educated away from home, who do not have looked after status are safeguarded within the remit of policy/procedure		Policy/Procedure on track for completion in November 08
The needs of children requiring the support of a child protection plan, and the vulnerabilities of their parents are monitored in the local area	1.9. Further develop ability to understand trends in demands for child protection services. <ul style="list-style-type: none"> audit data concerning parental vulnerabilities audit data concerning children subject of a child protection plan 	Sept. 2008 March 2009	Officer time	Neil Harris	Analysis presented to LSCB prevention sub-group, and recommendations considered for future commissioning activity	Low	Parental Vulnerabilities completed October 08. Analysis to be presented to LSCB and Children's Services Leadership Team for future commissioning consideration. Child Protection audit completed. To be presented to SSMT 5/11/08
The local thresholds for services for children in need, and disabled children are monitored	1.10 Evaluate thresholds of need and risk applied with respect to children experiencing neglect and children with a disability. <ul style="list-style-type: none"> LSCB to commission audit 	July 2008	LSCB Budget / Officer time	LSCB Business Manager / CA Enterprises	Analysis presented to LSCB prevention sub-group, and recommendations considered for future commissioning	Medium	Children Act Enterprises commissioned by LSCB to evaluate threshold in relation to disabled children completed October 08. Report to be presented to LSCB in November. Children Act Enterprises commissioned by LSCB to complete neglect audit, to be completed November 08.
Stay Safe 2: Develop care and education provision so that more children and young people with additional needs are educated and supported closer to home. Strategic Lead Officers: Neil Harris, RBWM Children's Services Manager, Safeguarding and Specialist Services							
Fewer children and young people	2.1. Rebuild Holyport Manor School and develop outreach	March 2009	Schools Capital Grant	David Oram	Holyport Manor School re-build project plan implemented.	High – planning permissio	Project Plan is on track to deliver within agreed timescale (2010). Plan

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with learning difficulties and/or disabilities are educated out of borough	provision from the new special school.				Additional respite /education support to disabled children living in RBWM NI 54: Services for disabled children [LAA Target to be set in 2009]	n has been secured but the project is large and innovative	includes respite care facility for up to 24 children.
More children with access needs are able to attend mainstream schools within the Borough	2.2. Include accessibility improvements wherever possible when alterations are being made to school buildings.	March 2009	Schools Capital Grant	Ann Pfeiffer	More schools able to accommodate children with access needs	Low	School Capital Grant plans in place. Plans include DDA requirements
More children with exceptional complex needs are able to attend mainstream schools within the Borough	2.3. Establish an effective panel and procedures to support schools in making provision for individual pupils with exceptional complex needs.	December 2008	Officer and headteacher time	Helene Green Rhidian Jones	NI54: Services for Disabled Children [LAA Target to be set in 2009]	Medium	Exceptional Needs Team established April 08, extended Sept 08. This enables direct support and advice to be available to mainstream schools who have pupils with Exceptional Needs on roll.
Children with special educational needs achieve well within mainstream schools	2.4. Analyse outcomes from the Provision Management Audit and from P Scale attainment data to support inclusion of children with special educational needs in mainstream schools	March 2009	Officer time	Wendy Thomas Steve Hutchinson	NI104: Reduce the % point gap between SEN and non-SEN groups achieving Level 4+ in both English and Maths – 2007 – 48.5% 2008 – 44% 2009 – 42% NI105: Reduce the % point gap between SEN and non-SEN groups achieving 5+	Low	See EA1 for progress against targets

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					A*-C grades at GCSE (or equivalent) in both English and Maths – 2007 – 47% 2008 – 44% 2009 – 42%		
Children in care live in a stable family environment close to their originating address	2.5. Develop fostering and respite care facilities to reduce numbers in residential care <ul style="list-style-type: none"> Develop/implement placement strategy 2008/9 which reviews current placement availability in relation to the needs of RBWM children in care, and provides direction on actions needed to improved placement choice and stability Permanency Monitoring Group to track permanency plans for Looked after Children requiring adoptive placements Training and support for foster carers to be introduced in line with standards developed by CWDC 	March 2009	Officer time / Fostering Team Budget / Placements Budget	Julie Kennewell	Improved stability of Looked After Children's Placements / Reduction in Looked After Children placed more than 20 miles from home address Maintain excellent performance in relation to numbers of children adopted Reduction in foster care disrupted placements	Low	Placement strategy progressed, and to be completed by November 08. Improved Placement stability NI62 1.4%, and NI63 71.4%. Permanency Monitoring group fully operational. APA Adoption targets on track to maintain excellent performance above national average and family group median. N161 currently 100%. CWDC standards introduced into recruitment and preparation process for foster carers. Personal Development Plan completed with new and existing carers. Carers Support Group in process of being set up.
			Officer time	Neil Harris / Chris Barefield	NI61: Stability of children in care adopted following decision that the child should be placed for adoption Target=90%	Low	
			Officer time / training budget Learning and Care Dept	FARS Team Manager / Training Team	Stability of placements for children in care NI62: Target=10% NI63: Target = 75%	Low	

Enjoy and Achieve 1: Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards. Strategic Lead Officers: Karen Butler, RBWM Acting Head of Learning and Achievement & Helene Green, RBWM Principal Officer for Psychology and Inclusion

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<p>Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards</p>	<p>1.1. Provide support for vulnerable children and their families at the earliest opportunity through the following Extended Services:</p> <ul style="list-style-type: none"> • Children's Centres • Extended Schools • A comprehensive range of adult/community activity and family based learning 	<p>Sept 09</p> <p>Phase 2 – March 2008</p> <p>Phase 3 – March 2010</p>	<p>Officer time</p> <p>Grant funding</p> <p>Sure Start/early years and childcare grant</p>	<p>Debbie Verity</p> <p>Clare Barry-McAleer</p> <p>Zena Chittenden</p>	<p>Universal and targeted early years support services are accessible in defined local communities (6 centres in Phase 2; 4 centres in Phase 3)</p> <p>Increased participation by parents in school life.</p> <p>Improved attendance by vulnerable groups.</p> <p>Increased take-up of after-school/breakfast clubs</p> <p>Evidence of improved engagement in further learning/ community activity and opportunities for career progression.</p> <p>NI 102: Achievement gap of 25% between pupils eligible for free school meals and their peers at KS2 and 4</p> <p>NI 73, 93, 94 [LAA statutory education targets for KS1 & 2]</p> <p>Analyse outcomes related to children's enjoyment from the Tellus Survey.</p>	<p>Low</p>	<p>Children's centres programme on schedule. Improvements across all the scales of the Early Years Foundation Stage Profile. On track in relation to narrowing the achievement gap at the Early Years Foundation Stage.</p> <p>NI 102a - Attainment gap at KS2 reduced from 30% to 28.5%</p> <p>NI 102b - Attainment gap at KS4 up from 29% to 33%</p> <p>TellUs 3: % pupils indicating that they enjoy school either 'always' or 'Most of the time' was 52% compared to 50% nationally.</p> <p>44 First Steps courses delivered to 273 adults with below L2 qualifications in RBWM 07/08 (98% of target).</p> <p>22 Family Learning courses delivered to over 350 (95% of target) learners 07/08 including a number of Family Activity mornings to widen participation. 11 courses specifically offered to those with below L2 skills</p>

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OUTCOME	ACTION REQUIRED	BY WHEN	RESOURCES	LEAD OFFICERS	OUTCOME TARGET	RISK (After Controls)	PROGRESS as at Oct 08
<p>Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards</p>	<p>1.2. Develop the Primary Strategy for Change to support fit-for-purpose accommodation in primary schools.</p>	<p>March 09</p>	<p>Officer time Additional staffing</p>	<p>Ben Wright Ann Pfeiffer</p>	<p>The Primary Strategy is approved by Members and the DCSF. Project planning has started at schools affected by First Admission to schools and rising pupil numbers in Windsor issues</p>	<p>Medium</p>	<p>Still awaiting formal approval of the plan from the DCSF. Nevertheless, project planning is underway for many projects, with all planned to be underway by Christmas.</p>
<p>Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards</p>	<p>1.3. Pilot ways of using pupil level data to develop action planning for the lowest attainers (including those with special educational needs).</p>	<p>Sept 09</p>	<p>Officer time Wave 3 meeting time</p>	<p>Tim Lake, Steve Hutchinson</p>	<p>NI 72/92 2008: average score of 70 points for the lowest achieving 20% of children (reducing the gap to 28.6%). 2009: average score of 68 points for this group of children (reducing the gap to 29.16%) [LAA Target] Schools with the highest number of pupils leaving without qualifications identified. NI 104: SEN/non-SEN gap at KS2 2007 – 48.5% 2008 – 44% 2009 – 42% NI 105: SEN/non-SEN gap at GCSE 2007 – 47% 2008 – 44% 2009 – 42%</p>	<p>High – targets are ambitious</p>	<p>The average Foundation Stage Profile (FSP) score for the lowest achieving 20% of pupils has risen from 62 to 65. The mean FSP score has also risen from 93 to 94 and the gap has reduced from about 33 points to 30.6. NI 104 - SEN/Non-SEN gap at KS2 has increased from 48.5% to 50% NI 105 - the SEN/Non-SEN gap at GCSE has increased from 47% to 52% The proportion of pupils achieving at least one qualification has increased from 98% to 99.3%</p>

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					Increase the proportion of pupils achieving at least one qualification at the end of Key Stage 4 to 99.5% by 2010		
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.4. Raise the attainment of pupils of Pakistani origin by <ul style="list-style-type: none"> identifying those pupils most at risk of underachievement providing Saturday School using community mentors to support learning. 	Sept 09	Officer time EMA teacher time	Wendy Thomas Julia Mellor	Increase % pupils of Pakistani origin attaining 5+ A*-C at GCSE to 45% by 2009 and 48% by 2010 [LAA Target] Increase % pupils of Pakistani origin achieving level 5 at the end of Key Stage 3 in all three subjects of English, Maths and Science to 52% by 2009 and 57% by 2010 [LAA Target]	Medium	The proportion of pupils of Pakistani origin attaining 5+ A*-C grades has increased from 37% to 43% The proportion of pupils of Pakistani origin achieving level 5 at the end of Key Stage 3 in all three subjects of English, Maths and Science has gone down from 51% to 48%
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.5. Target boys' literacy skills at Key Stages 2 and 3 through: <ul style="list-style-type: none"> extra training for teachers implementation of visual literacy strategies Digismart ICT clubs. 	Sept 09	Consultant and AST time Funding for Digismart Clubs & SF for Assessment Networks Funding for visual literacy resources	Karen Butler	Increase % boys attaining Level 4+ in writing at Key Stage 2 to 65% by 2010 [LAA Target] Increase % boys attaining Level 6 in English at Key Stage 3 to 38% by 2010 [LAA Target]	Medium	Funding to expand the Digismart programme for vulnerable pupils in Year 5. Work continues to consolidate teachers' expertise in assessing reading, writing and speaking and listening and in promoting the teaching of visual literacy techniques. % boys attaining Level 4+ in writing at Key Stage 2 has increased from 65% to 67% Targeted training for English teachers has

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							enhanced their understanding of teaching higher order reading skills at Key Stage 3. % boys attaining Level 6+ in English up from 25% to 32%
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	<p>1.6. Provide pupils at risk of achieving no qualifications at the end of Key Stage 4 with targeted support and guidance, by:</p> <ul style="list-style-type: none"> Improving identification and information sharing helping parents and carers to understand how they can support their children's learning at all ages developing models of personalised learning to engage disaffected learners training for designated teachers for children in care and for governors 	Sept 09	<p>Tim Lake (2 days)</p> <p>Connexions staff</p> <p>EP/EWO time</p>	<p>Kath Dunn and Charmian Shute (Connexions)</p> <p>Wendy Thomas</p> <p>Alison Crossick</p>	<p>Increase the proportion of pupils achieving at least one qualification at the end of Key Stage 4 to 99.5% by 2010</p> <p>NI99 CiC reaching Level 4 in English at KS2: 20% July 2008 50% July 2009 [LAA Target]</p> <p>NI100 CiC reaching Level 4 in Maths at KS2: 40% July 2008 50% July 2009 [LAA Target]</p> <p>NI101 CiC achieving 5 A*-C GCSEs (incl. Eng & Maths): 33% July 2008 29% July 2009 [LAA Target]</p>	Medium	<p>The proportion of pupils achieving at least one qualification has increased from 98% to 99.3%</p> <p>NI 99 CiC reaching Level 4 in English at KS2 - 50% (100% of CiC in RBWM schools)</p> <p>NI 100 CiC reaching Level 4 in Maths at KS2 - 25% (33% of pupils in RBWM schools)</p> <p>NI 101 CiC achieving 5+ A*-C (including EM) at KS4 - 0% (0% of pupils in RBWM schools). 12.5% achieved 5+ A*-C (not including EM)</p> <p>St Edmund's House students (11) achieved 100% pass in English/mathematics and 30% achieved 5 A/G grades (Summer 08).</p> <p>ACE - Project extended to cover 2 groups of year 11 students. 1 group of year 10 to begin pilot project in</p>

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							October 08. Training offered to Designated teachers – but poor turnout. Set up conference for 2009 Training for Foster carers ongoing Connexions PAs prioritise Yr 11s identified as at risk of not achieving
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.7. Deliver the Care Matters Implementation Plan for Children in Care (CiC)	Sept 09	Personal allowances for CiC; training budget; officer time	Lesley Galloway Julie Kennewell	NI 99 20% CiC reaching level 4 in English at KS2 NI100 40% CiC reaching level 4 Maths at KS2 NI101 14% CiC achieve 5+ A*-C (inc Eng and Maths)	High – ambitious targets and small populations mean that there is a risk of failure	see p17 for progress against targets
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.8. Promote and support excellent attendance in all our schools	July 09	Officer time	Kim Holmes Suzanne Shrimpton	4.05% target absence rate (primary) 5.25% target absence rate (secondary). [NI 87 LAA target] Minimise use of permanent exclusion in vulnerable groups Analyse baseline for exclusions of vulnerable groups	Low	Primary Absence 2006/7 4.65 Secondary Absence 2006/7 5.25%
Narrow the attainment gap so	1.9. Support schools to manage provision for pupils with	Sept 09	Officer time	Wendy Thomas	NI104: Reduce the % point gap between SEN and non-	Medium	NI 104 - SEN/Non-SEN gap at KS2 has increased from

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<p>that vulnerable and potentially underachieving children achieve the highest possible standards</p>	<p>additional needs and to use P Scale data and developmental journals to develop personalised action plans for pupils.</p> <p>Support Early Years' providers in the use of Developmental Learning Journals to supplement the Foundation Stage profile.</p>			<p>Sandy Brown Julie Quinn Angela Waterfall Kathy Rickman</p>	<p>SEN groups achieving Level 4+ in both English and Maths – 2007 – 48.5% 2008 – 44% 2009 – 42%</p> <p>2008: average score of 70 points for the lowest achieving 20% of children (closing the gap by 28.6%). 2009: average score of 68 points for this group of children (closing the gap by 29.16%)</p> <p>80% of our pupils on P scales will make at least average progress in literacy and numeracy when compared with similar pupils nationally</p>		<p>48.5% to 50%</p> <p>The average Foundation Stage Profile (FSP) score for the lowest achieving 20% of pupils has risen from 62 to 65. The mean FSP score has also risen from 93 to 94 and the gap has reduced from about 33 points to 30.6.</p> <p>Joint training given/planned to support mainstream schools develop work matched to pupil ability and to support the moderation process.</p> <p>P Scales - for summer 2008, only 9 children have year on year progress data and none of this is directly comparable with nationally sampled average progress. However, all 9 children's literacy and numeracy progress data lie within the interquartile ranges of their groups.</p> <p>P scale information to be written into CiC PEPs. Training to be given to Social Care. There are now 4 Developmental Journals for children with complex needs and a programme of</p>

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							training to support their use
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.10. Implement training for inclusion for schools and Early Years settings	Sept 2009	Officer time Training budget	Julie Quinn Jo Elsey	NI 104 & 105 (as above)	Medium	Progress against targets as above Training ongoing and impact monitored by observation during visits.
Narrow the attainment gap so that vulnerable and potentially underachieving children achieve the highest possible standards	1.11. Further develop the Local Authority's Provision Map for children with additional needs by: <ul style="list-style-type: none"> Reviewing services for Inclusion (including behaviour) Consulting on and implementing the review of provision for children with special needs in the area of Communication and Interaction 	November 2008 March 2009	Officer time	Anna Crispin Rhidian Jones and Helene Green	Improved comprehensive model of service management and delivery. Improved provision for children with Communication and Interaction needs	Low	Emerging recommendations are in place and have been reported. A thorough consultation with all stakeholders has been completed and the responses being collated
Enjoy and Achieve 2: Improve life chances for all children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding. Strategic Lead Officers: Karen Butler, RBWM Acting Head of Learning and Achievement & Helene Green, RBWM Principal Officer for Psychology and Inclusion							
Improve life chances for all children and young people by raising the	2.1. Support middle and secondary schools to <ul style="list-style-type: none"> achieve Healthy Schools status implement the SEAL 	Sept 2009	40 days: Healthy Schools Officer time	Cyndy Gray,	Increase proportion of all schools attaining NHSS to 97% by Dec 2010 [LAA Target] through increasing the percentage of middle and secondary schools	Low	5 schools have NHSS - 38% working towards target 7 schools engaged with SEAL - 54% exceeded target

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proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding	curriculum.		SEAL x 36 days		attaining NHSS to 69.2% (9 schools) by April 2009. 71% (10 schools) by Sept 2009 43% (6 schools) engaged with SEAL by April 2009, 50% (7 schools) by Sept 2009 Increase proportion of schools judged as Good or Outstanding for pupils' personal development and well-being		Improvement in PDWB: 2 Outstanding, 9 Good (Previously 1 Outstanding, 9 Good)
Improve life chances for all children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding	2.2.Support schools in their work to revise the secondary curriculum to improve provision for personalised learning in order to improve achievement	Sept 09	Adviser and consultant time Officer time	Secondary Adviser Principal Adviser	NI 75 Increase % pupils attaining 5+ A*-C at GCSE to 62% by 2010 [LAA Target] Increase the proportion of pupils achieving at least one qualification at the end of Key Stage 4 to 99.5% by 2010 [LAA Target]	Medium	% pupils attaining 5+ A*-C at GCSE increased from 55% to 58% % pupils achieving at least one qualification has increased from 98% to 99.3% 14-19 Strategic Partnership is leading Gateway 3 submissions for Diploma lines in Creative & Media and Sport &Active Leisure for delivery in 2010 Development work continues for Diplomas in Construction and Society Health & Development - delivery from Sept 2009
Improve life chances for all	2.3.Support Behaviour and Attendance through effective	Sept 2009	Officer time: *Behaviour 36	Suzanne Shrimpton	NI86: Secondary schools judged as having good or	Medium	N186 - Improvement in Ofsted behaviour grades: 2

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<p>children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding</p>	<p>self-evaluation models</p>		<p>days *Attendance 36 days</p>	<p>Kim Holmes</p>	<p>outstanding standards of behaviour and attendance—improvement on Dec 07 baseline (1 Outstanding, 8 Good)</p> <p>NI87: Secondary school persistent absence rate: 5% July 2009 [LAA Target]</p>		<p>Outstanding, 8 Good, (previously 1 outstanding, 8 Good)</p> <p>N187 - Secondary School P.A. rate of 4.2% in 200708 met and exceeded RBWM target (4.8% 2008/09)</p>
<p>Improve life chances for all children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding</p>	<p>2.4.Provide dedicated support for middle school leadership teams to ensure effective systems for self-evaluation and pupil tracking.</p>	<p>July 09</p>	<p>Officer time</p>	<p>Secondary Senior Adviser Cliff Turner</p>	<p>Improved leadership and management evidenced in Ofsted assessments</p> <p>100% positive Ofsted judgements relating to schools' systems for self-evaluation, the effectiveness of teaching and learning and pupil tracking in particular.</p>	<p>Medium</p>	<p>All 4 middle schools have received support in development and use of tracking systems.</p> <p>Dedworth had a monitoring visit and the inspector reported that: 'Procedures for tracking pupils' attainment have improved significantly since the last inspection and this too is leading to rising standards. The school now has a robust and effective system for target setting and tracking and the progress pupils are making'</p> <p>The recent inspection of Trevelyan Middle School concluded that 'improvements have been made in the quality of data analysis and tracking'</p>

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Improve life chances for all children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding	2.5. Develop a programme of continuing professional development for middle school teachers	July 09	Officer time	Secondary adviser Carol Pearce	Programme of CPD for middle school teachers in place. Evidence of success in evaluations, through positive SIP reports and improved Ofsted grades for teaching and learning.	Medium	CPD for core subject leaders to address the new secondary curriculum and progression is being offered. Opportunities for CPD for teachers of foundation subjects is currently being explored through subject associations. Ongoing work to sustain and develop the Virtual Learning Environment
Improve life chances for all children and young people by raising the proportion of middle and secondary schools judged by OFSTED inspectors to be good/outstanding	2.6. Facilitate those schools judged as 'Good' and 'Outstanding' by Ofsted to share their expertise with other schools	Dec 2008	Officer time	Secondary Senior Adviser Carol Pearce	Schools deemed Satisfactory are judged to be at least Good in subsequent Ofsted inspections and those in Ofsted categories are removed	Low	LA has commissioned Windsor Boys' School to arrange a series of collaborative CPD opportunities for middle and senior leaders across all schools in Windsor. TA work being enhanced by CPD provided by Newlands School.
Improve life chances for all children and young people by raising the proportion of middle and secondary	2.7. Recruit and deploy Advanced Skills Governors to strengthen school leadership.	Sept 09	Officer time	Carol Pearce Tracey Martin Millward	Schools judged as 4 for governance by Ofsted improved to at least 3 on reinspection. Improved leadership and management evidenced in Ofsted reports.	Low	RBWM now has no schools judged by Ofsted as grade 4 Governance evidenced by Ofsted - 84% of schools good or better RBWM working in

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schools judged by OFSTED inspectors to be good/outstanding							partnership with other West London authorities to produce a pack to promote Additional Skills Governors.
Improve life chances for all children and young people by providing an enhanced learning environment in middle and secondary schools	2.8. Maintain secondary school buildings so that the curriculum can continue to be delivered in appropriate spaces prior to the arrival of Building Schools for the Future monies	March 09	Capital monies approved in Capital Programme, including schools' Formula Capital monies.	Ann Pfeiffer	Enlarged library at Charters school	Low	The library at Charters school is now operational and new sixth form accommodation has also been agreed by the LSC.
		March 09		Jill Thompson	Up-graded kitchen facilities at Windsor Boys' School	Low	WBS kitchen project is ongoing. 14-19 Diploma Capital Grant and bids for other capital monies will lead to further accommodation improvements at secondary, middle and upper schools.
Making a Positive Contribution 1: Support parents, carers and the community to nurture children and young people's social and emotional development and promote positive relationships. Strategic Lead Officers: Anita Cleare, RBWM Children's Trust Development Manager							
Parents/carers are supported to nurture children and young people's social and emotional development	1.1. Develop and implement a three-year Parenting Strategy to include all agencies delivering parenting support services within the Royal Borough. <ul style="list-style-type: none"> Develop mechanisms to further engage parents in service planning and development Recruit Parenting Experts and Parenting Co-ordinator 	June 08	Officer time	Parenting Co-ordinator	Parenting Strategy is agreed by all agencies delivering parenting support. Key Indicators are identified in Strategy and measurable targets set. Evidence that parents' views are collected and that changes to services are	low	Parenting Strategy has been agreed, with detailed action plan Interviews for Parenting Development Officer and two Parenting Workers ('Experts') on 20/21 November Family Friends consultation with service users on

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					made as a result.		developing service
Parents/carers access a range of appropriate and timely support to nurture their children's social and emotional development	1.2. Establish a 'parenting care pathway' so that parents can move with ease through levels of support appropriate to their needs. <ul style="list-style-type: none"> Promote parenting services so that professionals and parents are aware of what is available 	March 09	Officer time, possible redeployment of resources to address gaps in provision	Parenting Co-ordinator Parenting Commissioner	Improvement in emotional health of children (NI 50) by 2011 Increase in number of children reporting they can talk to their parents/carers when they are worried (Tellus survey question 2j) by 2011 Increase in number of extended schools offering parenting support by 2009 20% increase in number of parents accessing parenting programmes in 2008/9 At least 50% secondary/middle schools to offer parents' transition sessions in Year 5/7 in 2008/9	medium	Parenting care pathway being developed NI50 baseline 50% Tellus3 results: 64% can talk to their parents (66% national average) and 17% can't (15% national average) 1 PSA in post, 1 being recruited
Outcomes for children and young people are improved through parenting support	1.3. Ensure that all parenting support is based on evidence and demonstrates clear outcomes for both parents and children.	March 09	Officer time	Parenting Co-ordinator Parenting Commissioner	All parenting services have evaluation mechanisms in place All targeted parenting interventions are able to demonstrate positive outcomes for children	medium	Pre-post questionnaires agreed and rolled out to all services via the Parenting Steering Group

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'Hard to reach' parents/carers access a range of appropriate and timely support to nurture their children's social and emotional development	1.4. Remove barriers for 'hard to reach' parents (including fathers) in accessing parenting support services.	March 09	Officer time	Parenting Co-ordinator Parenting Commissioner	Evidence of increase in number of fathers accessing parenting support between 2008/9 and 2009/10	medium	Data currently not available Ongoing work to involve fathers through children's centres and extended schools
Parents/carers access support at the earliest opportunity to nurture their children's social and emotional development	1.5. Ensure that staff are appropriately trained and responsive to parents' needs thereby promoting early interventions to reduce the need for crisis interventions.	March 2010	Officer time, Resources to support training	Parenting Co-ordinator David Mead	Increase % staff delivering parenting support who meet the National Occupation Standards (by 2010) All new Parent Support Advisors receive recognised training (by 2010)	low	Completed mapping of learning needs by Workforce Development Team Plans being developed to access packages of training from National Academy of Parenting Practitioners (NAPP) and TDA
Parents/carers access support at the earliest opportunity to nurture their children's social and emotional development	1.6. Provide parenting support through mainstream universal services in order to de-stigmatise services. <ul style="list-style-type: none"> Develop partnership working with Education settings and Early Years providers 	March 09	Officer time, Extended Services funding, possible redeployment of resources to address gaps in provision	Debbie Verity	Increase in number of parents/carers accessing parenting support services via schools Increase in number of extended schools offering parenting support by 2009 Improvement in emotional health of children (NI 50) by 2011	low	'Parents and Teens Together' being rolled out to all secondary schools 60% of borough school are on full core offer for extended services, with 69% meeting the offer for parenting.

Making a Positive Contribution 2: Reduce disaffection amongst vulnerable young people through targeted youth support. Strategic Lead
 Officers: Linda Chandler, RBWM Head of Community and Youth Services

Reduced levels of	2.1. Provide tailor-made	Nov	Referrals	Charmian	Reduce % 16 to 18 year	Medium	Plan in place to use DCSF
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disaffection, anti-social behaviour and youth offending amongst young people	packages of early support to young people at risk of not achieving the five outcomes, co-ordinated by a lead professional and shaped by the views and experiences of young people themselves.	2010	through the CAF process, YISP	Shute (Connexions) Abeeda Khan (YOT)	olds not in education, employment or training to 3.3% by Nov 2010 [LAA Target] Connexions Target – to reduce % 16-18 year olds in NEET to 3.5% by Jan 2009. NI111: First time entrants to the Youth Justice System: reduction of 1%, to 167 young people in 2008-9		commissioning support to integrate commissioning for youth support. YOT NI111: Consistent on this target with 82 young people to date
Vulnerable young people are supported to access positive activities to enhance their social development and self-esteem	2.2. <ul style="list-style-type: none"> Review current provision, to ensure that future needs are able to be met Provide tailored positive activities within disadvantaged local areas to target specific vulnerable young people Identify current services data to use as baseline, to set targets for developing and monitoring effective provision 	Sept 2008 Mar 2009 Sept 2008	£33,000	Linda Chandler Margaret Brown	Current provision provides individual tailored packages in school. NI110: Young people's participation in positive activities – Target to be set from Tell Us 3 baseline in Sept 08	Medium	PAYP/ Get Active is currently being reviewed and will report to Children's Trust in November to align the Services to meet the TYS/ PAYP agenda
Young people access information about activities to enhance their social	2.3. Provide information, advice and guidance to vulnerable young people in ways that are accessible and appropriate and enable them to access development opportunities and				Reduce % 16 to 18 year olds not in education, employment or training to 3.3% by Nov 2010 [LAA Target].	Medium	16-18 yr. olds in NEET – 5.1% (Connexions data Oct 08). Work to promote and enable access to the

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development and self-esteem	<p>positive activities.</p> <ul style="list-style-type: none"> Impartial information, advice and guidance offered by Personal Advisers (Core and Intensive), working within both education and community settings to all 13-19 year olds. Develop a website for Young People (by young people). Promoting Positive Activities Directory linked with Children's Information Service Increased use of Youth Counselling Services 	<p>Nov 2010</p> <p>Sept 2008</p> <p>Nov 2008</p> <p>Mar 2009</p>	<p>Connexions Personal Advisers</p> <p>£20,000</p>	<p>Charmian Shute (Connexions)</p> <p>Melanie Moodley</p> <p>Melanie Moodley</p> <p>Shula Tajima</p>	<p>Connexions Target – to reduce % 16-18 year olds in NEET to 3.5% by Jan 2009.</p> <p>Evidence that website is accessed by young people who are NEET</p> <p>Greater linkage between adult and children's public information available</p> <p>Increased awareness and use of youth counselling services by young people</p>	<p>High</p>	<p>website by young people who are NEET ongoing in partnership with Connexions</p> <p>Family Information Service (FIS) provides high quality, all-inclusive information including leisure activities for all. Dedicated directory of activities offered in the local area for young people http://www.wamster.org.uk/activities_local_area.htm</p> <p>Counselling Service being promoted through WAMSTER (Council's website for young people)</p>
Young people choose not to misuse substances	<p>2.4. Detached drug and alcohol project workers continue to support young people in the localities of Dedworth and Windsor Town centre providing information, advice and diversionary activities and programmes.</p>	<p>Mar 2009</p>	<p>Core and External</p>	<p>DAAT – Young People Sub Group</p>	<p>Reduce the numbers of young people who have smoked to 21%, got drunk to 6%, or taken drugs in the last four weeks to 10% (Tellus Survey)</p>	<p>High</p>	<p>6% of young people have been drunk once in the last 4 weeks in line with national average.</p> <p>83% said they have never taken drugs, which is slightly below nat average of 86%.</p>
Reduced levels of disaffection, anti-social behaviour and youth offending amongst young people	<p>2.5. Develop further integrated working between community services (such as Community Wardens and the police) and Children's Services.</p>	<p>Mar 2008</p>	<p>Core and external</p>	<p>Abeeda Khan</p>	<p>NI111: First time entrants to the Youth Justice System – Reduction of 1%, to 167 young people in 2008-9</p>	<p>Medium</p>	<p>YOT NI111: Consistent on this target with 82 young people to date</p>

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Young People's successes are celebrated through accreditation programmes tailored to young people's needs	2.6. <ul style="list-style-type: none"> • Development of wide range of accreditation programmes on offer to young people including vulnerable young people • Training is provided to deliver and assess the accreditation • All youth workers including part-time youth support workers are developing accreditation programmes 	Mar 2009	Core and external	Margaret Brown	Percentage of young people aged 13-19 reached by publicly funded youth services: Contact 25%; Participation 15%; Recorded outcome 60% of participants; Accredited outcome 30% of participants	Medium	Likely to meet annual targets based on performance to Sept 08: Contact 2631, Participation 2169; Recorded outcomes 739; Accredited Outcomes 484. Alternative accreditation. Youth achievement awards, Berkshire Awards and Duke of Edinburgh Award being delivered to young people in youth centres and through PHSE sessions in schools.
Children and young people are routinely involved in quality assurance and evaluation of youth services and their contributions lead to the continual improvement and design of services	2.7. <ul style="list-style-type: none"> • Continual monitoring and evaluation against Hear by Rights • Establishing benchmark for all services across the council and other stakeholders outside of Children's Services • Develop and implement training across stakeholders outside of Children's Services • Strategies are developed to ensure succession planning for children and young people's involvement at strategic decision-making level 		Core and external	Denise Gilholme Danny Gomm	Young People report that they are satisfied with the services provided and that they are able to recognise their involvement in shaping services they receive	Medium High	1 training session delivered with 13 staff attending from various agencies from across RBWM. Increase from 6 to 11 YOF/YCF Assessors. Development of 4 new Forum/Action Groups across RBWM in partnership with the voluntary sector, specialist providers and Social Care. (Youth Action Group. Horton and Wraybury Youth Action Group, Heroes (Autistic /Aspergers Youth Group) and the Young People in Care Forum/Council.

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Vulnerable young people are identified and supported through targeted youth support	2.8. <ul style="list-style-type: none"> Develop with TYS Steering group Action Plan to provide individual packages of support to maintain as many vulnerable young people as possible in mainstream settings Develop multi-agency community partnership work in Dedworth to provide support to young people not accessing current available provision Develop multi-agency action plan around 'perceptions of crime' to reduce the negative images portrayed of young people and increase public support for young people Increase multi-agency intergenerational projects to improve the image of young people within public Develop MYP profile on web-site and through press 	July 2008	Existing budgets and external funding	Linda Chandler	Increased multi-agency support to targeted individual young people	Medium	Business Planning Day 2/7/08. Focused on Dedworth. Mind Map of current activities in Dedworth. Development of gap analysis working towards greater alignment. Projects to Sept
		Summer 2008	To be advised	Danni Bowman/NA G	Community based development work to increase support to vulnerable young people and reduce disaffection within West Windsor	Medium	08:Motorwise, Get Active at Manor, Motorwise, Teenage Mothers project, In da hood project. Dedworth Action Group
		Mar 2009	Existing budgets/ external funding	Brian Martin/Helen Taylor	Increase awareness and public perception of positive images of young people	High	This has been actioned. A comprehensive communications strategy has been developed which includes developing positive comments about/for young people.
		Mar 2009	Existing budgets/ external funding		Increased confidence between community members	Medium	Leslie House Sheltered Housing Scheme Windsor July: Get Active Sailing Project with Traveller families from Datchet. New project planned for October
		Mar 2009	Existing budgets/ external funding	Melanie Moodley /Press Office	Raised profile on young people's commitment to improving community for all	High	Website went live in early October www.wamster.org.uk . The MYP section easily accessed via home page.

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							MYP will keep monthly online diary and provide update on manifesto topics. MYP has written articles for various local papers
The support needs of young people who are lesbian, gay, bisexual or transgendered (LGBT) are met.	2.9 <ul style="list-style-type: none"> Explore the support needs for this group locally. Develop and deliver training to professionals that will enable them to develop appropriate skills for support this group of young people. 	Mar 09	To be found – as yet unknown	Margaret Brown	Evidence that this group of young people have been consulted and their views have helped to shape services	Medium	Training to be provided to frontline youth workers at annual training in Jan 09 and training also planned for March 09

Achieve Economic Well Being 1: Develop and enable access to the full range of learning opportunities (including educational and vocational) for 14- to 19-year-olds so that all young people are able to benefit from employment, education and training.

Strategic Lead Officers: Kath Dunn, Connexions Manager, Connexions Berkshire, Angela Wellings, RBWM Area Children and Young People Team Manager for Windsor

14-19 year olds are able to access the full range of learning opportunities	1.1.Create a 14-19 Strategy to consolidate partnership working between all learning providers	March 2009	Officer Time	Angela Wellings	<p>NI117: Reduce % 16-18 year olds not in education, employment or training to 3.3% by Nov 2010 [LAA Target]</p> <p>NI79: Achievement of Level 2 qualification by age 19 increased to 85% by 2011 (National target is 82%)</p> <p>NI80: Achievement of Level 3 qualification by 19 increased to 65% by 2011 (National target is 54%)</p>	Low	<p>16-18 year olds in NEET is currently 5.1% (Connexions data Oct 08).</p> <p>2006-2007 L2 performance is 79%</p> <p>2007-2008 achievement available in February 2009</p> <p>2006-2007 L3 performance is 60%</p> <p>2007-29008 achievement available in February 2009</p> <p>14-19 Education Plan agreed, signed off by 14-19 Strategic Partnership and</p>
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							submitted to GOSE in October
Young people are able to benefit from employment, education and training opportunities in the local area	1.2. Utilise Labour Market Information to support the development of learning opportunities tailored to the needs of employers and of young people.	March 2009	Officer time	14-19 Strategic Partnership	NI117: Reduce % 16-18 year olds not in education, employment or training to 3.3% by Nov 2010 [LAA Target]	Low	16-18 year olds NEET is currently 5.1% (Connexions data Oct 08). Connexions Berkshire has revised the promotional materials available to employers, including updated information on apprenticeships. This information is provided to all employers on visits and during Employer Week.
The range of vocational options for 14-19 year olds is increased	1.3. Develop Diplomas and ensure that impartial information, advice and guidance is available for young people and their parents around the new diplomas	March 2009	Officer time	14-19 Strategic Partnership	Increase range of vocational options for 14-19 year olds through the introduction of specialised diplomas [LAA Target]	Low	Gateway 3 Diploma submissions developed for creative and Media and Sport and Active Leisure- to be submitted in November The first newsletter has been produced by Connexions Berkshire for its staff working in RBWM updating them on developments around the Diplomas
Vulnerable young people have timely access to life skills support within schools	1.4. Review the range of life skills support available to young people within schools to ensure provision is tailored to meet different needs and that it reaches the right young people at the right time	July 2008	Officer time	Kath Dunn, Connexions Manager, Connexions Berkshire	NI117: Reduce % 16-18 year olds not in education, employment or training to 3.3% by Nov 2010 [LAA Target] NI148: Care leavers in employment, education or training - 87%.	Low	Lifeskills support document produced by Connexions Berkshire and circulated to schools Sept 08. Nos in this cohort aged 19 are always small but achievement is as follows: May 08 100%

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							June 08 67% Aug 08 100% Sept 08 No yp aged 19

Children in Care: Reduce the gap in quality of outcomes for children in care through the implementation of government requirements regarding best practice. Strategic Lead Officers: Julie Kennewell, RBWM Children's Services Manager, Safeguarding & Specialist Services, Lesley Galloway, RBWM Area Children and Young People Team Manager for Maidenhead

Children in Care take an active role in shaping Corporate Parenting Services, are listened to and their contributions are addressed	<u>1.1. Develop corporate parenting</u> <ul style="list-style-type: none"> Review Terms of reference, membership and role of Lead Member and DCS on Corporate Parenting Forum Provide training to CP Forum Consult CIC on Pledge and publish key messages Consult on Pledge through Children's Trust Arrangements and the Council and publish RBWM Pledge Set up CIC Council Hold an Annual Event to celebrate achievements of CIC 	March 2009	Staff and elected members time	Heather Andrews Julie Kennewell Consultation Officer	Roles and responsibilities in terms of corporate parenting are clear and understood by all concerned Children in Care Council meets regularly and reports that its views are listened to	Low	Terms of reference being reviewed with Chair and Lead Member currently Role of DCS to be progressed with CIC Council Training for CPF ongoing and Member Training scheduled for November 2008 CIC consulted on Pledge and key messages published in a series of 3 booklets CIC Council is meeting and being developed Achievement Event took place October 2008
Children are enabled to live within their family networks wherever possible	<u>1.2. Develop family and parenting support</u> <ul style="list-style-type: none"> Review Policy and Protocol for out of area placements to ensure they are used only 	March 2009	Staff time	Julie Kennewell Team Manager	NI54: Services for disabled children [LAA Target to be set in 2009] Recruit respite carers able	Low	Policy and Protocol for out of area placements has been reviewed and is in use One additional respite carer

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	Standards developed by CWDC				strategy) 60% LAC age 10 –15 in foster placement or placed for adoption 11% LAC for more than 6 months adopted in the year		completed by November 2008 CWDC Standards introduced into recruitment and preparation process of foster carers and discussed with individual carers in supervision Personal Development Plan completed with new and existing foster carers and reviewed at first and subsequent reviews Support group being set up by carers themselves to complete the workbooks
Children in Care achieve their educational potential	<u>1.4.Deliver a first class education</u> <ul style="list-style-type: none"> Identify senior Education Manager to take responsibility for the role of Virtual Head Teacher for CIC and set up the Virtual School Use Personal Education Allowances for CIC to raise attainment Implement Learning Mentors Scheme for CIC Introduce Education Champions for targeted CIC 	March 2009	Staff time inc. Teachers to provide tutoring Admin and IT Support	Cliff Turner Lesley Galloway	NI99 LAC reaching Level 4 in English at KS2: 20% July 2008 50% July 2009 [LAA Target] NI100 LAC reaching Level 4 in Maths at KS2: 40% July 2008 50% July 2009 [LAA Target] NI101 LAC achieving 5 A*-C GCSEs (incl. Eng & Maths): 33% July 2008	High	NI99 July 2008 – 50% NI 100 July 2008 – 25% NI101 July 2008 – 0% Virtual HT appointed and in place from 1.9.08 Work underway to produce virtual school roll PEAs to be considered as part of the PEP process PEP guidance and documentation under

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					29% July 2009 [LAA Target]		review Education of CIC group reformed and roles of education professionals working with CIC clarified
Children in Care enjoy good physical and emotional health and well being.	<u>1.5.Promote health and well being</u> <ul style="list-style-type: none"> Screen all CIC for emotional and behavioural difficulties annually as part of a holistic health assessment Implement Emotional Health Consultation Service for lead professionals working with CIC Develop dedicated CAMHS services for CIC as a Priority Group through membership of Healthy Minds Partnership Screen all CIC for substance misuse Ensure positive leisure activities are identified for CIC as part of their Care Plan 	March 2009	Staff time Funding	Julie Kennewell Helene Greene LAC Nurse Rosetta Ingrao	NI58: Emotional and behavioural health of children in care [LAA Target to be set in 2009] NI51: Effectiveness of CAMHS services: 12/16 by 2009 14/16 by 2010 16/16 by 2011 [LAA Target]	Low High (due to risks in commissioning specialist CAMHS & Tier 2 recruitment)	Policy and process for SDQ integrated into Health Care Pathway 31% of SDQs completed by October 2008 SLA in place for Consultation Service provided by Child Psychotherapist. Successful bid for Creativity4Health funding to develop arts and physical activities for CIC
Young people in Care and Leaving Care have a safe place to live, are in full time education or working.	<u>1.6.Develop transition to adulthood</u> <ul style="list-style-type: none"> Introduce a Joint CS and Housing Protocol to ensure joint cooperation in meeting the needs of homeless and vulnerable young people and 	March 2009	Staff time Funding Appropriate Accommodation and housing	Elaine Miles Chris Thomas Team Manager	NI147 Care Leavers in suitable accommodation - 90% of LAC IN 17 th year who were known to have suitable accommodation at 19 th birthday	Medium	NI147 August 2008 – 100% NI148 August 2008 – 100% Joint Protocol drafted and first meeting of Housing Panel has taken place

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	specifically young people leaving care. <ul style="list-style-type: none"> Implement with Connexions, a named Personal Advisor to the Leaving Care Team to focus on EET issues and set up Council work placement scheme for CIC and Care Leavers. Review Policy on Foster Care 18+ to enable care leavers to remain in foster placements when in their best interests 		support	FARS Partnership Manager, Connexions	NI148 Care Leavers in employment, education or training. - Ratio of the % of those young people who were looked after on 1 April in their 17 th year, who were engaged in education, training or employment at the age of 19 to the % of young people in the population who were engaged in education, training or employment at the age of 19 is 1.0.		PA (ETE) for care leavers appointed. Progress on work placement Scheme/Project Plan Policy on foster care 18+ being progressed via Placement Strategy and Supported Lodgings Scheme to be developed
Children with Learning Difficulties and Disabilities: Develop an integrated multi-agency service for children with complex needs that puts children and families' needs at the centre. Strategic Lead Officers: Chris Barefield, RBWM Children's Services Manager, Safeguarding & Specialist Services and Rebecca Lacey, Assistant Director of Children and Young People's Services, Berkshire East Community Health Services							
Children with complex needs receive multi-agency co-ordinated services from the point of referral through identification and assessment to delivery	1.1.Set up multi-agency group to plan implementation of integrated services. <ul style="list-style-type: none"> Define membership, terms of reference Audit current services and provision Identify numbers of children and young people accessing services Consult with parents of disabled children with regards to need Consult with disabled 	March 2009	Officer time	Chris Barefield Anshu Varma Consultation Officer	NI54: Services for Disabled Children [LAA Target to be set in 2009] Proposal on model of service delivery agreed by Children's Trust and implementation plans in place	Low	Membership and Terms of Reference defined. Current services and provision determined. Eligibility criteria determined. Approximately 440 children fall into the category. Consultation with parents on Nov 15 th in relation to services available and the way these are delivered and co-ordinated. Consultation with disabled children took place through Flying High Playscheme in

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	children and young people with regard to their wishes and feelings <ul style="list-style-type: none"> Develop proposal for structure and model of service delivery 						August 2008. Further consultation will take place through Disabled Children Team in Nov/Dec 2008.
Children and families receiving services from more than one agency have an allocated key worker to co-ordinate the care plan.	1.2. <ul style="list-style-type: none"> Consult with parents through Parents in Partnership Forum Define role of key worker building on good practice already in place and the feasibility study Develop proposal for key worker role 	March 2009	Officer time Funding to support key worker scheme (to be quantified in Project plan)	Chris Barefield Anshu Varma	Proposal on model of service delivery agreed by Children's Trust and implementation plans in place	Medium	Consultation with parents November 15 th . Key worker role defined.
Fewer children and young people with learning difficulties and/or disabilities are educated out of borough	1.3.Rebuild Holyport Manor School and develop outreach provision from the new special school.	March 2009	Capital Projects funding	David Oram	Holyport Manor School re-build project plan implemented. Additional respite /education support to disabled children living in RBWM NI 54: Services for disabled children [LAA Target to be set in 2009]	High - planning permission has been secured but the project is large and innovative	Plans for the reprovision of Holyport Manor School remain on target for completion in 2010. Meeting held on October 21 st in relation to planning multi-agency provision.
Children and young people are supported during periods of transition	1.4.Ensure that project plan for new model of service addresses the needs of children and young people at all points of transition	March 2009	Officer time	Chris Barefield Anshu Varma	Transition management incorporated in proposal for new model of service	Medium	Through Inclusion Review it has been identified that parents require more support at transition from pre-school – primary and primary –secondary school.

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							Transition policy in place for transition from children's to adult services. Model of service provision will propose that key worker role will assist in this area
Parents of children with complex needs have access to a range of flexible family support options	1.5. <ul style="list-style-type: none"> Develop provision of day and overnight respite care for disabled children Audit of Foster Care recruitment strategy to include specific reference to carers able to provide a range of flexible care options for disabled children. Multi-agency residential respite provision on the local special school site. Further develop Direct Payments Scheme 	March 2009	Officer Time	Chris Barefield Anshu Varma Julie Kennewell Sonia Binge Team Manager FARS	NI54: Services for Disabled Children [LAA Target to be set in 2009]	Medium	Aiming High programme requires plan for short-term breaks to be approved by March 2009. Consultant currently undertaking this work pending the appointment of a Project Manager. Placement strategy in relation to the recruitment of specific carers for disabled children has been completed. This links to the Aiming High programme. Plans for multi-agency residential provision at Holyport Manor School on target for delivery in 2010. All parents receiving a Social Care Service are offered access to Direct Payments Scheme.
Disabled children are safeguarded and protected from harm	1.6. <ul style="list-style-type: none"> Develop good practice guidelines to ensure that disabled children are safeguarded and protected from harm Ensure that all agencies 	March 2009	Officer time	Chris Barefield Neil Harris Sonia Binge Anshu Varma	Improved awareness of child protection issues throughout local partnership. Establish baseline data on safeguarding disabled children.	Low	LSCB audit of "Safeguarding Disabled Children" completed When formalised this will identify training needs All children living away from home in joint funded placements have "looked

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	<p>have knowledge of safeguarding and child protection issues.</p> <ul style="list-style-type: none"> Identify training needs and provide appropriate training Ensure that disabled children living away from home have safe and secure placements including those receiving overnight respite care 				Disabled children will be protected from harm and abuse.		after” status and their placements and care plans are formally reviewed by an Independent Reviewing Officer.
Children and young people have access to appropriate opportunities and choices to prepare them for employment or training	<p>1.7.</p> <ul style="list-style-type: none"> Work with Connexions to explore and identify options including the possibility of designated officer time within the multi-agency, co-ordinated service delivery 	March 2009	Officer time	Chris Barefield Anshu Varma Partnership Manager, Connexions	Plans for maximising employment and training opportunities to be incorporated in proposal for new model of service	Medium	Dedicated Officer for young people with special needs is now in post in Connexions and will sit on the Transition Panel to ensure needs are met. Recent grant funding to assist 14-19 years olds has been made available. LDD group to consider how to spend.
Siblings of disabled children are appropriately supported	<p>1.8.</p> <ul style="list-style-type: none"> Ensure that young carers are identified and supported Ensure that siblings of disabled children are offered services to meet their needs 	March 2009	Carers Grant / Youth and Community Services base budget	Chris Barefield Sonia Binge	<p>Increase in numbers of young carers identified, and supported via young carers group</p> <p>NI 135: Young Carers receiving a needs assessment or review and specific carers service or advice and information: 33 (10%) by 2009 49 (15%) by 2010 66 (20%) by 2011 [LAA</p>	Low	Children identified as young carers are referred to Young Carers. Siblings of disabled children are supported/offered services through Carers Grant

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					Target]		
Children and young people have access to paediatric therapy services	<p>1.9. Explore a new model of service provision for paediatric occupational therapy and physiotherapy to reduce waiting times.</p> <ul style="list-style-type: none"> • trial group based assessments for paediatric OT for children with motor coordination difficulties 	March 2009	<p>Requires resource investment from PCT and LA</p> <p>PCT has committed 70K for Paediatric physiotherapy services across Berkshire East for 2008-2009. Increased Investment is required for OT provision in schools and community.</p>	<p>Danielle Calvert</p> <p>Rhidian Jones,</p>	<p>Access to therapy within 13 weeks</p> <p>On site provision for Paediatric OT</p>	Low	<p>Presentation to the CT Commissioning Group has been done and discussions are now underway regarding potential service level agreement to improve provision of OT services in schools.</p> <p>Physiotherapy, additional resource has been identified for this service from within the PCT and this will now facilitate recruitment to occur. The posts are currently out to advert.</p>
Children and young people have access to paediatric therapy services	1.10. Develop an integrated model to improve equity of service provision of Speech and Language Therapy (SALT) services in mainstream schools	Jan 2009	Requires collaborative planning between SIS, Educational Psychology, SEN, SALT	Helen Brookes, Rhidian Jones,	Model of service delivery, consistent with LA SIS delivery, agreed. Resourcing agreed. Pilot completed and reviewed	Low	SALT have developed draft universal, targeted and individualised model and started discussions with SEN, SIS, Psychology