

CORPORATE PLAN PERFORMANCE REPORT, QUARTER TWO 2019/20

Education and Children's Social Care Scrutiny



The Corporate Plan

The Plymouth City Council Corporate Plan 2018-2022 sets out our mission of 'making Plymouth a fairer city, where everyone does their bit'. It was approved by Full Council in June 2018.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic delivery plans, capital investment and directorate business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for the first two quarters of 2019/20 (April to September 2019) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

OUR PLAN A CITY TO BE PROUD OF



CITY VISION Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

OUR MISSION

Making Plymouth a fairer city, where everyone does their bit.

OUR PRIORITIES

OUR VALUES

WE ARE DEMOCRATIC

We will provide strong community leadership and work together to deliver our common ambition.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about our impact on others and expect others will do the same.

WE ARE FAIR

We are honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

WE ARE CO-OPERATIVE

We will work together with partners to serve the best interests of our city and its communities.

A GROWING CITY

- A clean and tidy city
- An efficient transport network
- A broad range of homes
- Economic growth that benefits as many people as possible
- Quality jobs and valuable skills
- A vibrant cultural offer
- A green, sustainable city that cares about the environment.

A CARING COUNCIL

- Improved schools where pupils achieve better outcomes
- Keep children, young people and adults protected
- Focus on prevention and early intervention
- People feel safe in Plymouth
- Reduced health inequalities
- A welcoming city.

HOW WE WILL DELIVER

Listening to our customers and communities.

Providing quality public services.

Motivated, skilled and engaged staff.

Spending money wisely.

A strong voice for Plymouth regionally and nationally.

Plymouth
Britain's Ocean City

www.plymouth.gov.uk/ourplan

Structure of this Report

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2018-2022. The priorities are grouped under 'A Growing City' and 'A Caring Council', and the outcomes for 'How We Will Deliver' – the enablers of the Corporate Plan – are also reported on.

Trend (RAG) colour scheme

A red-amber-green (RAG) trend rating is provided to give an indication of whether the figure is improving or declining based on the two latest comparable periods for which information is available. For example, number of dwellings inspected is compared to the previous quarter in the same year; household waste sent for reuse, recycling or composting is compared to the same period in the previous year (due to seasonality); and annual measures, such as carbon emissions, are compared to the previous year.

- Indicators highlighted **green**: improved on the previous value or is on an expected trend
- Indicators highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators highlighted **red**: declined by more than 15% on the previous value
- Indicators not highlighted or 'N/A' have stayed the same, have no trend, or the most recent value is not comparable with previous values.

Target (RAG) colour scheme

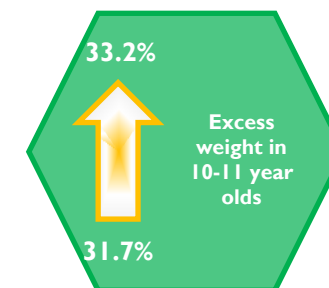
A RAG target rating is applied for indicators that have a target. For these indicators, the bar for the latest reporting period is coloured either red, amber or green in the chart to visually display how we are performing compared with the target.

- Indicators highlighted **green** show where Plymouth is better than target
- Indicators highlighted **amber** show where Plymouth is within 15% of target
- Indicators highlighted **red** show where Plymouth is more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

Performance summary page

An overall summary page is presented for the KPIs that relate to the Performance, Finance and Customer Focus Scrutiny to visually display how we have performed against our priorities. Our RAG-rating on these pages is used to show whether we have done better, worse or had a slight decline from the previous quarter or year (coloured arrows), and whether we have done better, worse or got close to the target (coloured hexagons). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG-rating (blue hexagons). Similarly, some of our indicators are new and we do not have any previous data to compare our performance to; these will have no trend RAG-rating in the summary pages.

For example, the hexagon for excess weight in 10-11 year olds is green because at 33.2% in 2017/18 (latest available data) it is above the target (34.2%), whilst the arrow within the hexagon is amber because there was an increase from 2016/17 (31.7%; a reduction indicates positive performance).



Education and Children's Social Care Quarter Two

Executive Summary

Improvements have been seen across the areas relating to education and children's social care in quarters one and two. As shown in the performance summary below, seven of the 11 key performance indicators that can be trend rated have shown improvements when compared to the previous comparable reporting period. Highlights from the quarter two report include:

- 592 'families with a future' were supported to achieve outcomes in the first six months of 2019/20, compared to 507 for the same period in 2018/19. This has exceeded the year to date target of 480 families. At the end of quarter one, we were placed 16th out of 126 local authorities, which is an improvement of 19 places from quarter four 2018/19.
- The rate of children in care fell from 79.7 per 10,000 in quarter one to 79.1 in quarter two. This is below the rate seen at the same point last year (80.9 per 10,000). Both short- and long-term placement stability of placements have also improved.

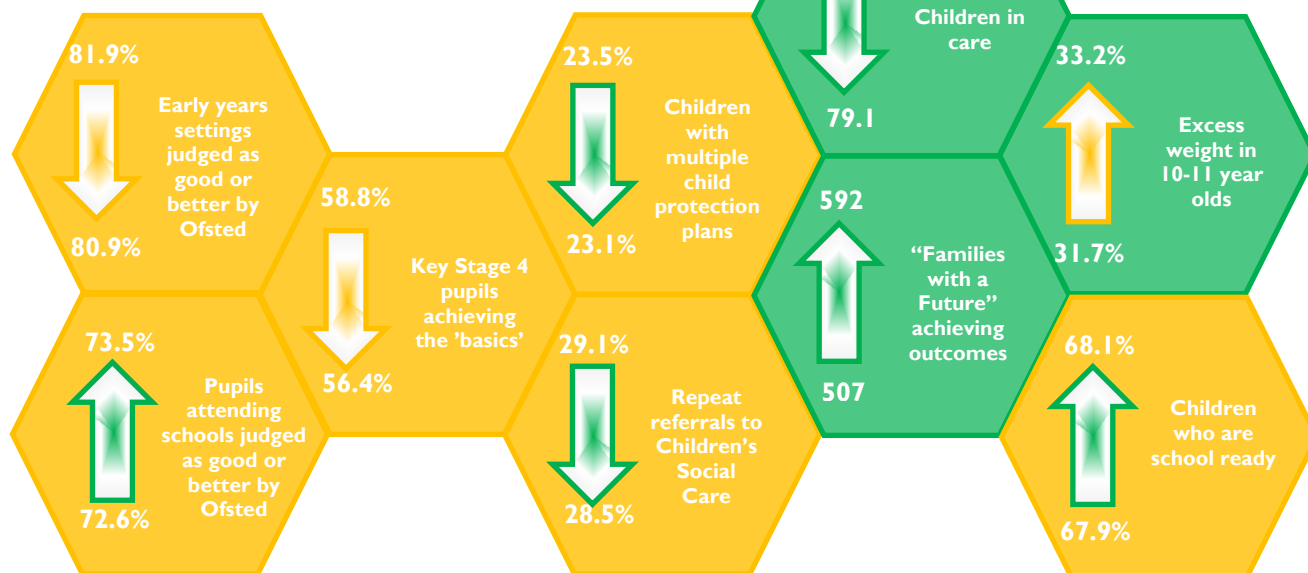
The individual pages within this report reflect on what is working well, what we are worried about and what needs to happen for all of the key performance indicators relating to education and children's social care. In particular, we acknowledge areas in which performance is not meeting the targets that we have agreed and set out how we are working to address concerns and improve performance in these areas.

Education and Children's Social Care Quarter Two Performance Summary

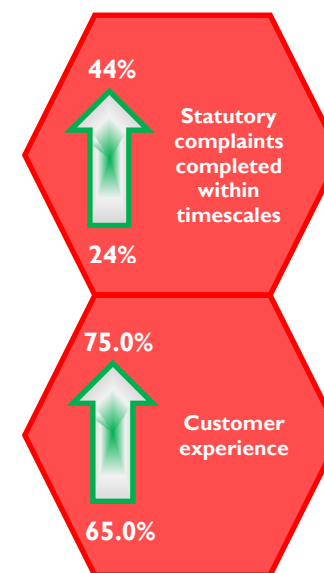
A Growing City



A Caring Council



How We Will Deliver



A Growing City

Corporate Plan priorities

Key performance indicators

Page number

Quality jobs and valuable skills

Young people in Education, Employment or Training

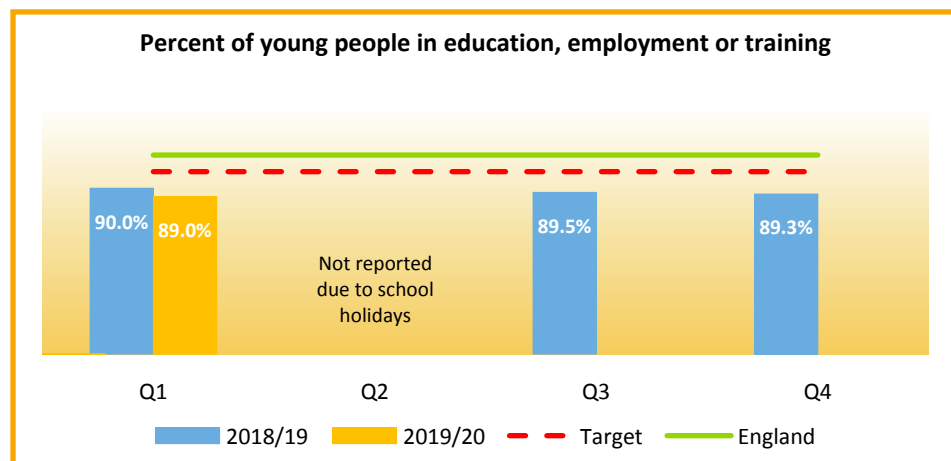
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Quality jobs and valuable skills

Young people in Education, Employment or Training

What we measure: The percentage of young people aged 16 to 18 in academic years 12 to 14 who are going to, or remaining in, education, employment or training (EET).

Why we measure it: A young person participating in EET is an enabler to achieving better life outcomes.



How have we done? 89.0%

Decrease of 0.3 of a percentage point from quarter four 2018/19.

Trend rating: **Amber**

Target for 2019/20: 92%

Performance in quarter one is 3 percentage points below the target.

Target rating: **Amber**

What's working well? We have commissioned Careers South West to locate where pupils are receiving education, employment or training. As part of the Aspiration strand of the Plymouth Challenge, our post-16 coordinator continues to draw together the offer across the city; the Employment and Skills Board is also supporting this as a core objective. Our Careers Leadership workshop was very well attended by 18 schools and received positive feedback. We have a far more joined up approach to careers activity through the work that our post-16 and STEM coordinators have provided to schools. Our Adopt a School programme, delivered by Building Plymouth, has expanded links to schools and ensures that we are showcasing our sectors. In September, we held an Employability Conference aimed at sharing good practice across the city and focused on [Gatsby Benchmark 3](#).

What are we worried about? We have noticed a reduction in starts in Level 2 and Level 3 apprenticeships for 16 to 18 year olds. The situation is especially felt with non-levy employers who are unsure of the mechanisms that are now available to engage with the apprenticeship system. The Digital Apprenticeship Service will be available to non-levy paying employers soon. Following discussion at the Employment and Skills Board and the implications of Brexit, it is not clear what the impact of this will be on strategic business planning. We must endeavour to work with those in our city to make sure that they are aware of the jobs and careers available.

What needs to happen? We have engaged with the South West Apprenticeship Ambassador programme and will be hosting another event in early 2020. Other work has included the roll out of the [ASK project](#), and we will be looking to develop a piece of work that promotes the messages to employers. We have made some progress with developing internal and external work experience places for care leavers. We now need to target activity and focus on those schools that are producing NEETs. We are currently redeveloping the specification for our Transitions contract with Careers South West, due to be introduced in August 2020, with a greater focus on and support for specific groups at risk. Our reporting to the Plymouth Education Board will continue and highlight where there are significant causes for concern.

A Caring Council

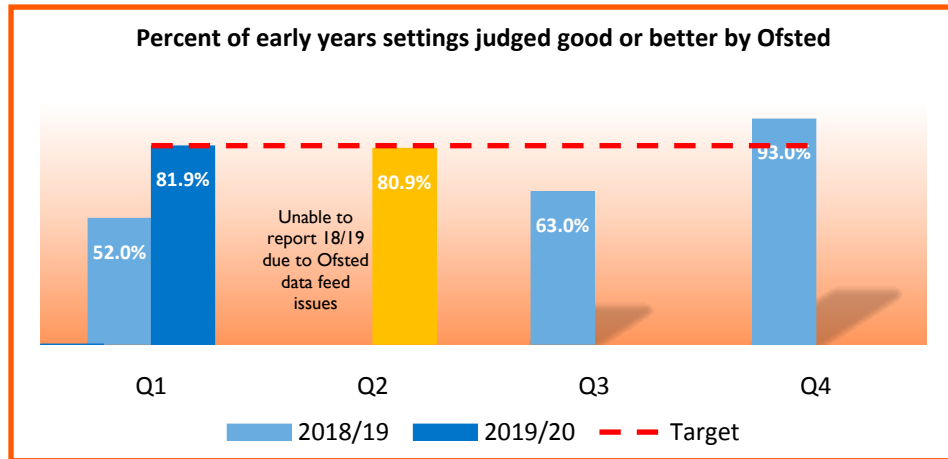
Corporate Plan priorities	Key performance indicators	Page number
Improved schools where pupils achieve better outcomes	Percentage of early years settings that have been judged as good or better by Ofsted	9
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Improved schools where pupils achieve better outcomes

Percentage of early years settings that have been judged as good or better by Ofsted

What we measure: The number of Ofsted registered settings (schools, childminders, out-of-school and holiday clubs) judged as good or better.

Why we measure it: Ofsted ratings give a view of the quality of early years education provision within the city. A higher quality standard of early education provision is an enabler to children being school ready and achieving better outcomes.



How have we done? 80.9%

Decrease of 1 percentage point from quarter one 2019/20.

Trend rating: **Amber**

Target for 2019/20: 82%

The decrease in quarter two puts performance 1.1 percentage points below the target.

Target rating: **Amber**

What's working well? Currently, the overwhelming majority of early years settings that have been inspected have an Ofsted rating of good or better. Only two settings have an Ofsted outcome of 'requires improvement' and they are working closely with the Early Years team to improve. The Early Years team provide an annual visit, focusing on the support provided by the setting for the most disadvantaged children. The visit also includes a joint observation of practice, which highlights effective teaching and any areas for development. The Early Years team also provide briefing sessions on the changes to the [education inspection framework](#).

What are we worried about? The cost pressures on settings are still affecting the number of childcare staff accessing training, which is affecting the quality of provision across the city. There are also other business pressures on settings, for example fewer children on roll due to a declining birth rate, which has an impact on the variety and quality of the early years provision in Plymouth. Providers are being forced to add additional costs onto childcare rates, which in turn has implications for parents.

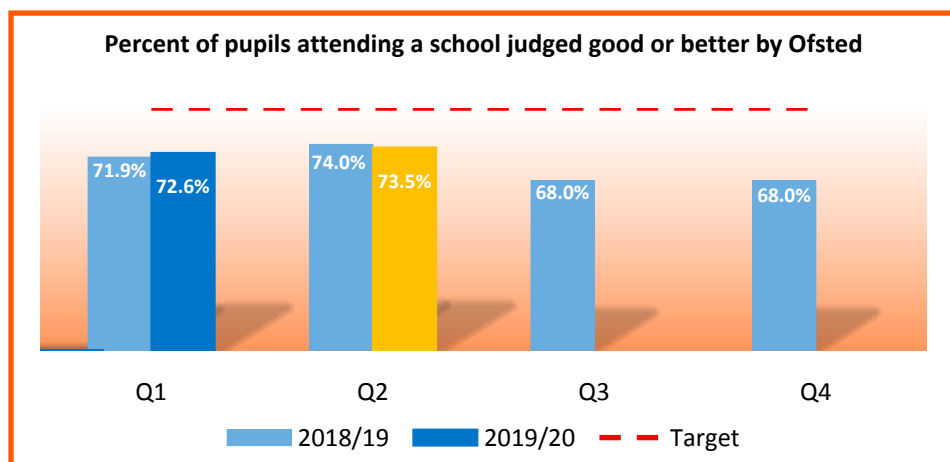
What needs to happen? Work to pilot the 'Early Years Centre of Excellence' continues. The Early Years team are working closely with providers to improve their business planning and sustainability.

Improved schools where pupils achieve better outcomes

Percentage of pupils attending a school judged as good or better by Ofsted

What we measure: The percentage of pupils that attend a school judged as good or better by Ofsted.

Why we measure it: The Ofsted ratings give a view of the quality of education provision within the city. A higher quality standard of provision is an enabler to children achieving better outcomes.



How have we done? 73.5%

Increase of 0.9 of a percentage point since quarter one 2019/20.

Trend rating: **Green**

Target for 2019/20: 80%

The increase in quarter two puts performance 6.5 percentage points (7.9%) below the target.

Target rating: **Amber**

What's working well? Systems leaders are creating capacity to support schools and to challenge the wider education system. As a local authority we have developed a new 'Intervention Challenge and Support' policy, which is designed to help our schools to improve more quickly through early identification and brokerage of support. The Standards Partnership worked quickly to create a stronger conversation with the Teaching Schools Council and have mapped the provision available from within and externally. In Plymouth, 100% of special schools are judged as 'good' or 'outstanding' by Ofsted. This means that all pupils who require a special school education are in a good quality education setting, enabling them to achieve better outcomes.

What are we worried about? We are working with the Plymouth Education Board to improve the quality of management and leadership across our schools. Too few schools have judgements of good or outstanding for leadership and management (bottom quartile) and the resources to support development are still not available universally. The quality of school provision as judged by Ofsted is recorded as a **red** risk on the Council's strategic risk register. The risk is being mitigated by working with all School Leaders and the Regional Schools Commissioner's Office through the Plymouth Education Board.

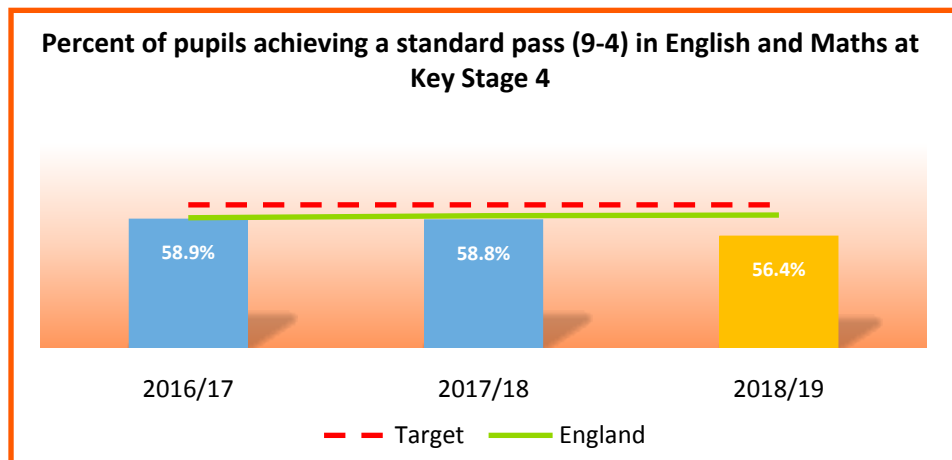
What needs to happen? The Plymouth Education Board will hold the Standards Partnership to account for the development and implementation of a robust improvement plan. The improvement in school level funding means that many schools will be able to source more support. Through the Teaching Schools Council, we will encourage schools to build support capacity and look to outstanding practice elsewhere for improvement.

Improved schools where pupils achieve better outcomes

Key Stage 4 pupils achieving the 'basics'

What we measure: The percentage of Key Stage 4 (KS4) pupils achieving a standard Attainment 8 pass (9-4) in English and Mathematics at the end of each academic year. The 2019 data presented below is provisional.

Why we measure it: This gives an indication of the educational outcomes for young people once they reach the end of compulsory education, as well as indicating the quality of secondary education provision in the city. Higher attainment levels are an enabler to children achieving better long-term outcomes.



How have we done? **56.4%** (provisional)

Decrease of 2.4 percentage points (4.1%) from the previous year.

Trend rating: **Amber**

Target for 2018/19 academic year: 61%

The provisional attainment reached in the academic year of 2018/19 put performance at 4.6 percentage points (7.5%) below the target.

Target rating: **Amber**

What's working well? The KS4 data has only been released provisionally at a high level. Whilst many local authorities reduced their Progress 8 score (significant in determining the progress that pupils make from their starting point in eight subjects), Plymouth improved from -0.34 to -0.28.

What are we worried about? The provisional data shows that overall Attainment 8 scores have also decreased, from 44.1 points in 2017/18 to 43.6 in 2018/19, against a national average score of 46.6. Variation in the rate of progress being made by KS4 pupils across schools is a cause of concern, as is the percentage of secondary schools judged by Ofsted to be good or better, which is currently below the national average. We continue to see an increase in persistent absence and overall absence rates at secondary school. Pupil absence has been identified as a risk on the operational risk register for the Council. Disadvantage remains a key concern and priority as too few pupils from disadvantaged backgrounds make expected levels of progress.

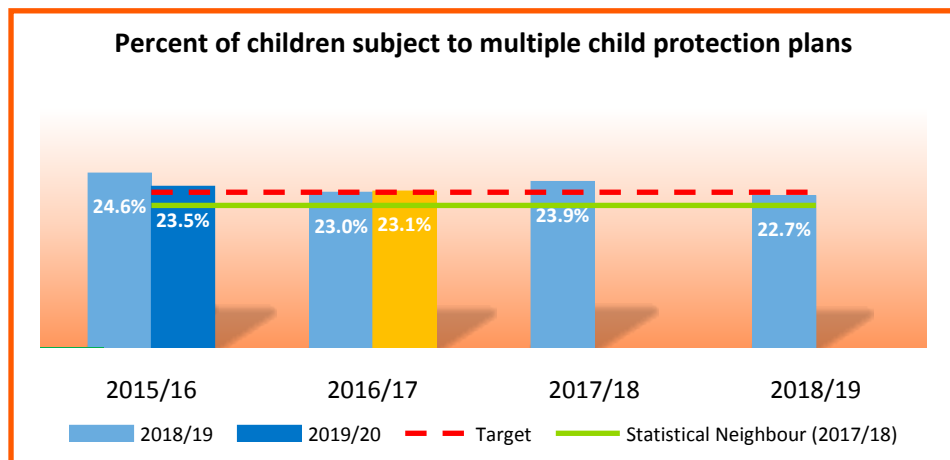
What needs to happen? The Plymouth Education Board commissioned a diagnostic analysis to further understand attainment results for disadvantaged groups. A root cause analysis is underway to identify the specific cohorts of pupils that require the targeted interventions to enable the greatest impact. The Standards Partnership will be undertaking a targeted response to these findings and it will be a theme within the city-wide delivery plan. The new Ofsted framework needs to drive an appropriate curriculum to meet pupil needs. The local authority is leading work on Inclusion and Alternative Provision to address the high mobility of certain groups of pupils and the impact that this has on their learning.

Keep children, young people and adults protected

Children with multiple child protection plans

What we measure: The percentage of children starting a child protection plan that have previously been on a child protection plan.

Why we measure it: This indicator gives insight into children who have previously been deemed at significant risk of harm, had that risk mitigated and then later are again found to be at significant risk. This may be for the same or different reasons but highlights vulnerable children where a risk of harm has escalated back to the point where a child protection plan is once again needed.



2018/19 statistical neighbour data for benchmarking will be released later in 2019.

How have we done? 23.1%

Decrease of 0.4 of a percentage point from the previous quarter, which is a decrease of 1.7%.

Trend rating: **Green**

Target for 2019/20: 23.0%

The decrease in quarter two now puts performance 0.1 of a percentage point above the target.

Target rating: **Amber**

What's working well? At the end of quarter two, 23.1% of children were subject to multiple plans, which was a 0.4 percentage point improvement on quarter one. The number of children on a plan has remained reasonably stable for the last 12 months and saw an increase of just five children since quarter one (a rate of 49.2 per 10,000 children). At the end of quarter two, 89.2% of Initial Child Protection Conferences were held within 15 working days of a strategy discussion, which is above the 80% target. This is a vast improvement on the 79.6% reported for the 2018/19 year end.

What are we worried about? We have generally maintained our performance month on month (around the 23% target); however, the indicator fluctuates with just a small number of children who have been assessed as needing another period of child protection support joining the cohort. The percentage of visits for children on a child protection plan that were in time saw a decrease of 1.1 percentage points at the end of quarter two and was reported at 89.5%, just 0.5 below the target.

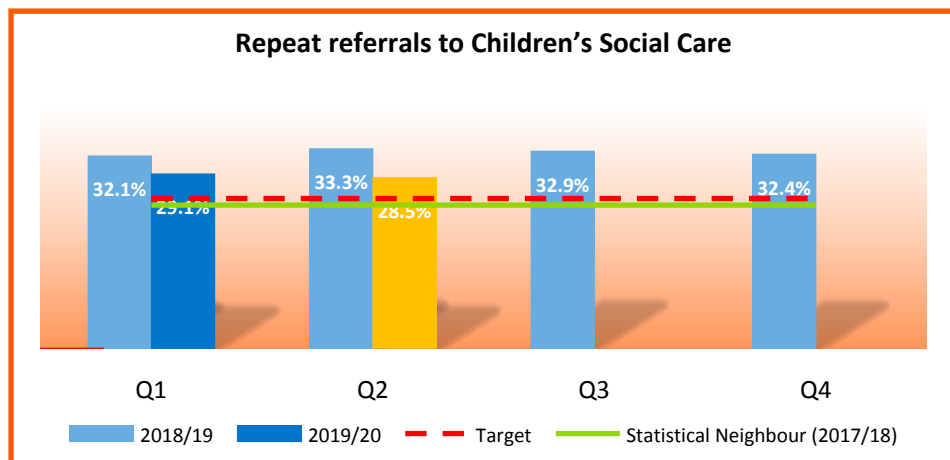
What needs to happen? Our performance with regards to visiting our children, whether they are 'Children in Need', those with a 'Child Protection Plan' or 'Looked after Children', is inconsistent. For the second half of 2019/20, the service will continue to focus on driving up timeliness of visits with the aim of improving consistency in service delivery. In addition, continued focus across the service on reducing repeat referral rates by ensuring appropriate step down/step out arrangements will occur through our audits and through the Ofsted Improvement Plan. The safeguarding service will continue to maintain its quality assurance focus, ensuring that meetings are held in time.

Focus on prevention and early intervention

Repeat referrals to Children's Social Care

What we measure: The percentage of referrals to Children's Social Care within the financial year where there has been a referral within the previous 12 months for the same child.

Why we measure it: This gives insight into the effectiveness of the Children's Social Care response to concerns about children at the first referral. Repeat referrals may have been avoidable if we reached effective outcomes earlier, indicating that the child may not have received the right support at the right time to safeguard them and address their needs. It should be noted therefore that this indicator reflects historic as well as current practice.



2018/19 statistical neighbour data for benchmarking will be released later in 2019.

How have we done? 28.5%

Decrease of 0.6 of a percentage point from the previous quarter, which is a decrease of 2.1%.

Trend rating: **Green**

Target for 2019/20: 25%

The decrease in quarter two now puts performance at 3.5 percentage points above the target.

Target rating: **Amber**

What's working well? Re-referrals saw a decrease for the third quarter in a row, down to 28.5% in quarter two. With referral rates averaging 245 per month, we are anticipating that the number of referrals will be around 3,000 during 2019/20; this will be approximately 25% less than in 2018/19. Strategy discussions, Section 47 and Initial Child Protection Conferences are seeing improvements, which evidences a more consistent application of thresholds, ensuring that children and families do not receive unnecessary intervention. This is supported through audit work undertaken by the Plymouth Children's Gateway Multi-agency Steering Group.

What are we worried about? The re-referral rate remains above target and above our statistical neighbours' performance (23.9% in March 2018). To date, improvements have been seen month on month after a more streamlined and effective 'front door' was implemented on 10 September 2018. However, progress is slow because this indicator relies on historical referral information that precedes these recent process changes.

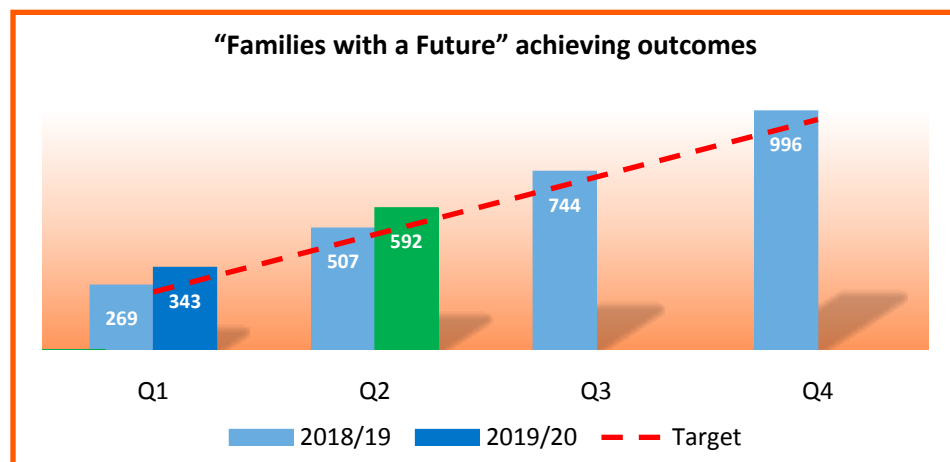
What needs to happen? As we move into the first anniversary of the introduction of the Plymouth Children's Gateway, the improvements brought about by changes to practice will need to continue and we will monitor this through our regular audit work. We need a continued focus and embedding of a consistent application of thresholds, and to support partners to hold appropriate levels of risk and provide families with early help.

Focus on prevention and early intervention

“Families with a Future” achieving outcomes

What we measure: The number of families in a quarter where we are able to evidence that we have achieved significant and sustained progress against specified concerns or a pathway into employment. Families must have at least two of the six headline criteria to be eligible for the programme.

Why we measure it: This helps us to understand how many families we have worked with, both within the Children, Young People and Families Service and across the multi-agency partnership. We support families to overcome a variety of problems, such as youth offending/anti-social behaviour, attendance at school, child safety (Child Protection/Children in Need), worklessness, domestic abuse, and mental and physical health issues.



How have we done? 592 year to date (249 in quarter two)

The number of families classified as achieving significant change has maintained its trajectory, up to 592 by the end of September 2019. This is 85 families more than in the same period last year.

Trend rating: **Green**

Target for 2019/20: 480 year to date

We are currently ahead of the 2019/20 profile by 112 families

Target rating: **Green**

What’s working well? Identification of new families via Early Help remains strong and at the end of quarter two we have achieved significant and sustained progress for 592 families, against a target of 480. To date we have reached 83.4% of the ‘end of project’ target of 2,380 (by 31 March 2020) and we are on track to achieve the target before the year end. At the end of quarter one 2019/20, we were placed 16th out of 126 local authorities, which is a further significant improvement of 19 places from the previous quarter. The strategic risk rating relating to the delivery of early intervention and prevention remains **green** (low).

What are we worried about? Although we are exceeding our target, we need to encourage the use of the Early Help Assessment Tool (EHAT) Portal by partners to maximise the evidence base for early help (a key theme for the Service Transformation grant). Sourcing attendance data continues to be a key need and has impacted on September’s 2019 achievement. Following the announcement of a 12 month extension to the programme by the Ministry of Housing, Communities and Local Government, we will need to consider the changes to the programme requirements for the new phase/programme if continuity is not seamless.

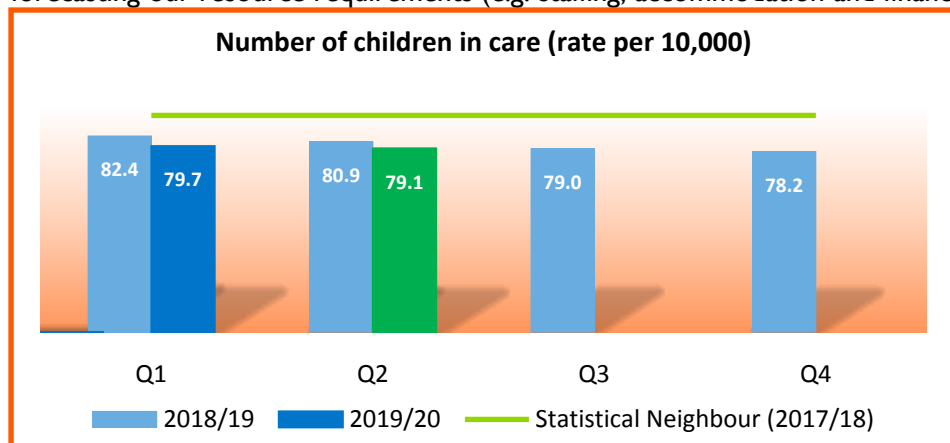
What needs to happen? To meet the end of project target we will need to continue the excellent performance seen in 2018/19 and sustained trend during the first two quarters of this financial year. Although the framework and funding for 2020/21 is not yet known, we need to consider the staff resource required to maintain the future programme.

People feel safe in Plymouth

Children in care

What we measure: When a child (or young person) is made the subject of a care order, we have legal responsibility for them. We count a child as a 'child in care' if they get accommodation for a continuous period of more than 24 hours, are subject to a care order, are accommodated under section 20 of the 1989 Children's Act or are subject to a placement order (adoption). To enable comparison against other authorities, we report the number as a rate per 10,000 children within our authority's population.

Why we measure it: This indicator helps us to quantify how many children and young people we have a corporate parenting responsibility for and assists us in forecasting our resource requirements (e.g. staffing, accommodation and finance).



2018/19 statistical neighbour data for benchmarking will be released later in 2019.

What's working well? The rate of children per 10,000 has decreased from 79.7 at the end of quarter one to 79.1 at the end of quarter two (416 children), which is below the statistical neighbour rate of 87.9. Our short-term placement stability is reported at 10.6% at the end of quarter two, which is 2.9 percentage points better than our statistical neighbour average and below our target of 12%. Long-term placement stability is also improving and is currently at a high of 67.7% at the end of the quarter; this is also better than our statistical neighbour but 2.3 percentage points below our 70% target. Both stability indicators have improved since 2018/19 year end.

What are we worried about? Provision of suitable placements, particularly the preferred option of fostering placements, is challenging. The decline of in-house fostering placements has led to an increase in higher cost commissioned placements. The regular review of placements is appropriate practice; however, 'planned' placement changes can have a negative impact on both short-term and long-term placement stability. Budgetary pressures primarily caused by some high cost care packages is rated as **red** (high) on the strategic risk register.

What needs to happen? Work with our commissioning colleagues to develop placement sufficiency continues, as does the reviewing of placements through the fortnightly 'placement challenge and review' and an ongoing 'Placement Review and Sufficiency Programme'. The aim of these focused placement reviews is to ensure that care planning is timely and cost effective wherever possible. A full review of the in-house fostering service is underway, with the aim of retaining existing carers and increasing the in-house provision of foster homes through raising the profile of fostering and encouraging potential carers to choose Plymouth City Council as their preferred fostering agency.

How have we done? 79.1 (rate per 10,000)

A decrease of 0.6 from quarter one – this relates to 416 children in care in quarter two 2019/20, which is one less child than the previous quarter.

Trend rating: **Green**

Target for 2019/20: Trend decrease

Whilst a decrease is desirable, it is not appropriate for us to set a formal target for the number of children that we provide care for.

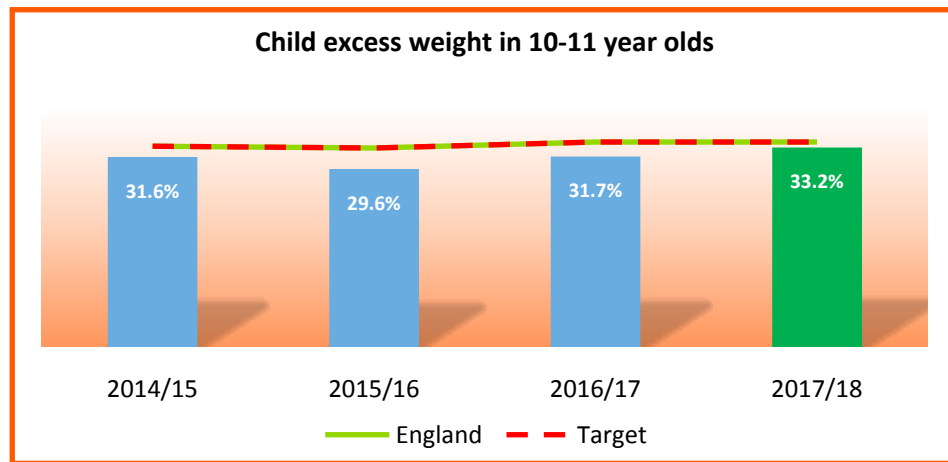
Target rating: **Green**

Reduce health inequalities

Excess weight in 10-11 year olds

What we measure: The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 to 11 years old). The latest available data is for 2017/18, with the next national data release due in quarter three.

Why we measure it: Excess weight in childhood is a key risk factor for obesity and its associated illnesses in adulthood, as well as potentially having a negative impact on children's physical and mental health.



How have we done? **33.2%**

Increase of 1.5 percentage points from the previous year, which is an increase of 4.7%.

Trend rating: **Amber**

Target for 2017/18: **34.2%**

The increase in 2017/18 puts performance at 1 percentage point (2.9%) below the target.

Target rating: **Green**

What's working well? We continue to focus on giving children the best start in life, making schools health-promoting environments, managing the area around schools through fast food planning policy, and working with partners to raise awareness of the complexities associated with individual behaviour change where weight is an issue. In April 2019, we renewed our Bronze Sustainable Food Cities award as part of our journey towards Silver. This includes promoting healthy eating and healthy weight through a range of initiatives, such as Sugar Smart, Healthy Start and working with our community and voluntary sector to tackle food poverty in the city.

What are we worried about? Though levels are lower than England for Year 6, these levels are too high. Childhood obesity is closely linked to deprivation and therefore is a strong indicator of inequality. Being overweight and obese in childhood is a risk factor for overweight and obesity in adulthood and increased risk of diseases, such as Type II Diabetes, cancers, and cardiovascular diseases. Healthy weight can only be addressed through a whole system approach, where everyone works together to have an impact.

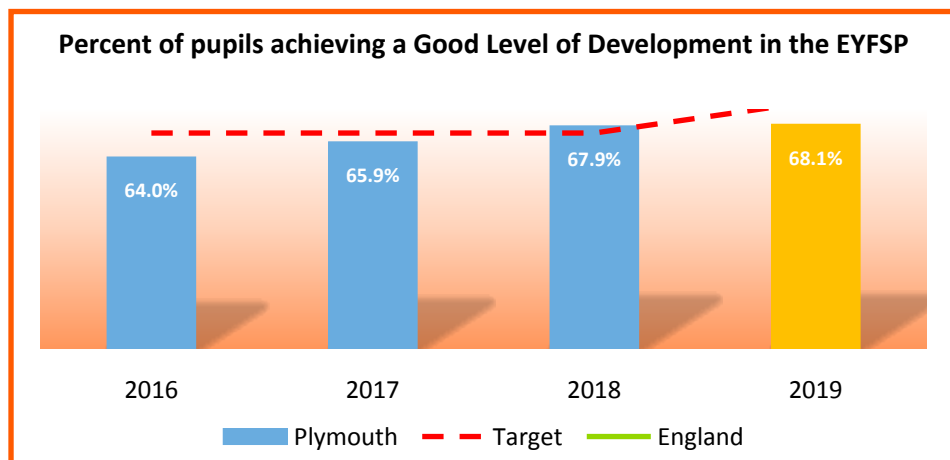
What needs to happen? There is a lack of a firm evidence base on the most effective interventions to reduce excess weight in children. We are therefore working on developing the current system offer to improve outcomes for children, young people and their families. We know that provision of prevention and early intervention measures are key in making a difference for families, along with an environment that supports healthy behaviour, and we will continue to work with our partners to create change.

Reduce health inequalities

Percentage of children enabled to become 'school ready'

What we measure: The percentage of Early Years Foundation Stage Profile (EYFSP) pupils in the city who achieve a Good Level of Development (GLD) at the end of each academic year. The 2019 data presented below for Plymouth is provisional.

Why we measure it: The Early Years Foundation Stage promotes teaching and learning to enable children's 'school readiness' and gives children the broad range of knowledge and skills that provide the foundation for good future progress through school and life.



How have we done? 68.1%

Increase of 0.2 of a percentage point from the previous year.

Trend rating: **Green**

Target for 2018/19 academic year: 71%

Performance in 2018/19 was 2.9 percentage points below the target.

Target rating: **Amber**

What's working well? The percentage of pupils achieving a good level of development in the EYFSP continues to improve gradually. There was a greater increase in the percentage of children eligible for free school meals (FSM) achieving a GLD, from 49.1% in 2018 to 54.2% (provisional) in 2019. A focus on improving outcomes for children vulnerable to low achievement through annual visits to settings and schools with funded 3 and 4 year olds by the Early Years team is well established.

What are we worried about? Although the gender attainment gap has improved on 2017/18, with 63.0% of boys achieving the GLD in 2018/19 compared to 61.4% in 2017/18, boys who are eligible for FSM remain vulnerable to low attainment. The gap between boys who are not eligible for FSM and boys who are eligible attaining the GLD in 2018/19 was 24.7 percentage points. Other vulnerable groups that remain a concern are summer-born pupils, of whom 55.8% achieved the GLD, and pupils with special educational needs (SEN), of whom 28.2% achieved the GLD.

What needs to happen? Early Years Advisory Teachers need to continue to engage with all early years providers to provide support, challenge and professional development to ensure quality provision, with a focus on addressing the FSM attainment gap; this is supported by the Plymouth Education Board. The Early Years team will continue to support the delivery of a new national initiative, the Early Years Professional Development Programme. This is a two year programme aimed at improving social mobility, with a focus on school readiness through improving practitioner knowledge and skills, and outcomes for the most disadvantaged children in Language, Literacy and Maths. The Early Years team need to continue to build links with health colleagues through attendance at maternal, infant and child nutrition group meetings, and cascading key messages around improving children's health to leaders and managers of early years settings. Work is underway to co-ordinate our joint response to school readiness.

How We Will Deliver – Progress against Plans

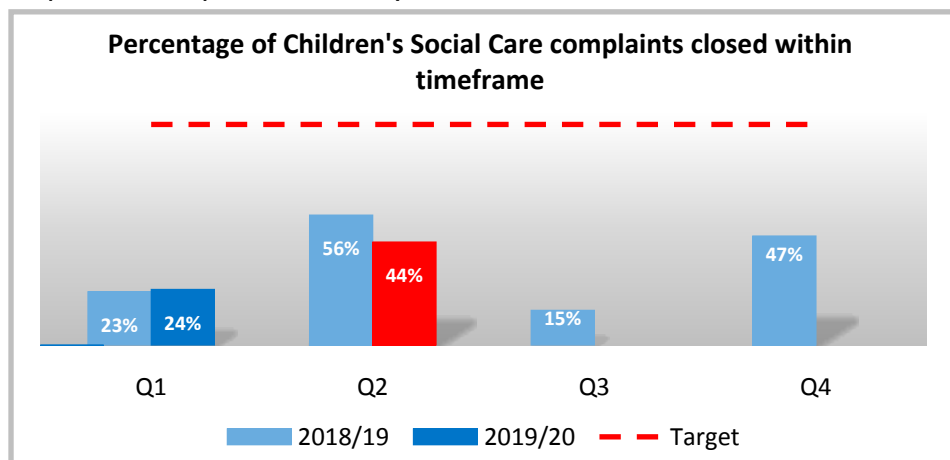
Corporate Plan priorities	Key performance indicators	Page number
Providing quality public services	Statutory complaints completed within timescales	19
	Customer experience	20

Providing quality public services

Statutory complaints completed within timescales

What we measure: The percentage of Children's Social Care (CSC) complaints that are responded to within expected timescales (20 working days) and the percentage of Adult Social Care (ASC) complaints responded to within a timescale agreed with the complainant. Responses to CSC complaints are dealt with solely by Plymouth City Council whilst Livewell Southwest (LWSW) respond to ASC complaints.

Why we measure it: People accessing CSC and ASC services are some of the most vulnerable people in the city. For this reason it is extremely important that we respond to complaints in a timely manner. This indicator allows us to assess how well we are performing in this area.



How have we done? 44%

Increase of 20 percentage points from quarter one 2019/20, which is an increase of 83.3%.

Trend rating: **Green**

Target for 2019/20: 95%

The increase in quarter two now puts performance at 51 percentage points below the target.

Target rating: **Red**

What's working well? Between 1 April and 30 September 2019, 32 CSC complaints were received; this is on track to be considerably less than the 92 complaints that were received for the whole of 2018/19. ASC complaints are administered by LWSW and we now have an established process for receiving the information within the Council. Between 1 April and 30 September, 42 ASC complaints were received and of those resolved during the period, 91.7% were resolved within the timescale agreed with the complainant.

What are we worried about? Between 1 April and 30 September 2019, 26 CSC complaints were closed, five (19.2%) of which were fully upheld and 10 (38.5%) were partially upheld; this represents a fault with the service response that we delivered in these cases. In the same period, 21 ASC complaints were closed, two (9.5%) of which were upheld and 10 (47.6%) were partially upheld; 42.9% (9) were unjustified.

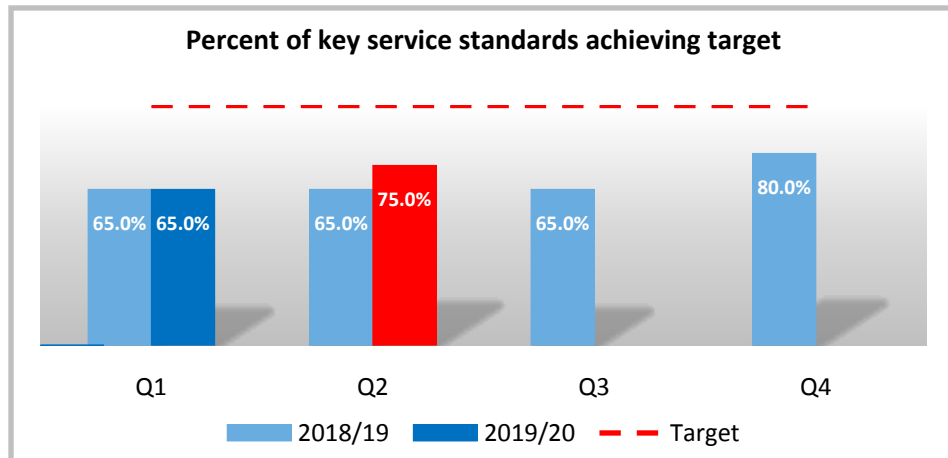
What needs to happen? In order to address the timeliness performance, weekly complaints clinics are being held. This allows CSC team managers to review open complaints and receive support on tackling the investigation and/or help with drafting responses. With regard to ASC complaints, regular monitoring meetings have been established to ensure that a robust process to deal with statutory complaints is in place and where patterns emerge, LWSW is asked to provide the Council with additional detail. The Customer Liaison Manager will continue to focus on improving the management of the statutory complaints process and will work with both ASC and CSC services to ensure that lessons learned from customer feedback are used to support service improvements.

Providing quality public services

Customer experience

What we measure: A summary of performance against a basket of 10 key service standards from across the Council. Each service standard is assessed against its own target and a score is allocated. Scoring is based on 0 = red against target (greater than 15% away), 1 = amber (within 15% of target), or 2 = green (target achieved). The score is then displayed as a percentage of the total score available if all indicators were green.

Why we measure it: Service standards let customers know how long it should take us to deliver a service, such as processing a housing benefit claim or planning application, or picking up a missed bin. We have identified 10 key service standards to give a summary view of services across the Council.



How have we done? 75.0%

Increase of 10 percentage points from quarter one, which is an increase of 15.4%.

Trend rating: **Green**

Target for 2019/20: 100%

The increase in quarter two puts performance at 25 percentage points below the target.

Target rating: **Red**

What's working well? Six of the 10 service standards achieved their targets in quarter two (processing times for new and change of circumstances housing benefit claims, single assessments in Children's Social Care, response to noise nuisance reports, and responding to major and minor planning applications). One service standard was red against its target (street cleansing report – urgent), compared with three in quarter one. An audit of processes for recording and reporting performance against service standards has been completed and concluded that the indicators used to measure customer experience and the way that we capture customer feedback is of a 'good standard'. This means that the systems and controls generally mitigate the risk identified but a few weaknesses have been identified and/or mitigating controls may not be fully applied. There were no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures. The Customer Liaison Manager is visiting DMTs on a quarterly basis with customer feedback and service standard data to ensure that these datasets are used to determine areas for focus and improvement.

What are we worried about? As well as the street cleansing report service standard reporting as red against target, three were amber – visits to children in care and children on a child protection plan, and response to missed bin reports.

What needs to happen? Recommendations from the audit are being reviewed by the Performance and Risk Team and the Customer Liaison Manager, with a management action plan being developed to help build on the positive elements of the audit and address areas for development. These teams will now focus on improving the monitoring of performance against all service standards. The Customer Liaison Manager will be working closely with Street Services to ensure that customer feedback and service standard performance data are key datasets in any decision making/plans to modernise the service.

Further Information

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