

# Children's Services Quarter One 2016-17 Performance Report



## 01. Progress in delivery of strategic outcomes

Since the last reporting period, we have progressed the Children Services service review and now have Board approval to move forward. Children's Services Staff will be advised of the new structure on Friday September 9th. In addition to this the GIRFEMC (Getting it right for every Midlothian Child) Board has signed off Our Corporate Parenting Strategy and plan which give us a clear direction going forward around our agreed priorities.

Midlothian have been successful in being selected as only one of four test sites within Scotland to join the Permanence and Care Excellence Programme (PACE) programmed. This is a significant achievement having PACE come on board to help us further develop our permanence framework. This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland). Its aim was to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, and other organisations to place vulnerable children in stable, long-term care.

The programme works in partnership with key stakeholders, using a whole systems approach - designed to better understand and address sources of drift and delay from across all the agencies working with looked after children. Its main purpose is to help agencies make timely, robust decisions for children so that they achieve lasting permanent placements. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programme management approach. We have agreed the timescale of this work shall commence in January 2017 due to the commitment required from staff and partner agencies and once the service review is complete.

Children's Services have now fully embedded our outcome focussed stage 2 assessments into practice and we are currently piloting the outcome focussed assessments in relation to stage 3 work to ensure it meets the tests and rigour of children's hearing, adoption panels and court requirements. Sitting alongside this is the implementation of the national risk assessment framework.

We have agreed processes in place in relation to the implementation of the Named person on the 31st August although there are minor teething issues that still require clarification from the ICO (Information Commissioners Office) around the sharing and 'screening' of information. Meetings are planned to address this during July.

Whilst our numbers for LAC/LAAC (Looked after Children / Looked after and accommodated Children) remain below the Scottish average, our figures for child protection are rising and have taken us just over the Scottish national average. This is being monitored through the public protection Performance & Quality Improvement sub group however at this time we are unsure why we have this sudden increase in child protection referrals.

We have Implemented the Vulnerable Young Person's Protocol which assists staff in children's service and our partner agencies to identify levels of risk in particular with those cases where we are considering an alternative placement such as secure care. By managing the level of risk across all agencies, we can often prevent young people leaving Midlothian by agreeing a risk management plan that manages the levels of risk until such times that the young person's level of risky behaviours decreases.

In summary, we have established a number of strategies, policies, procedures and processes which provide a sound foundation for Midlothian Children Services to continue its journey into a new structure. This will enable a clear focus on robust early intervention and prevention, ensuring that care experienced young people are afforded timely family finding wherever possible. Furthermore, young people transitioning through the care system are supported into adulthood.

## 02. Emerging Challenges and Risks

Whilst we have managed to make and maintain positive improvements a number of challenges remain. These include the budget and the ongoing financial constraints. The new structure using the delivering excellence framework has been approved and delivers on the agreed savings, however further savings and more radical decisions are required in order to bring about significant further cuts in the budget. A further challenge at this time is maintaining staff morale

and motivation pending the outcome and implementation of the service review.

Whilst a great deal of time and effort has been put into the implementation of the Named person service there remain challenges around the sharing of information which are still not resolved. This in turn gives rise to concerns around staff being given information that they cannot daily screen. At this time we are unsure of the volume of referrals that will come into the service.

Continue to implement areas of work outlined in the Children and Young People's (Scotland) Act 2104 and the potential impact on resources; kinship care support, continuing care, residential care, foster care etc. Continued focus on maintaining children in local foster care

### Suggested changes to priorities in Service Plan

**BS.CS.03** - Number of external placements purchased this year **CHANGE TO** Number of external "Foster" placements purchased this year.

**BS.CS.05** - Number of children/young people who are LAC **CHANGE TO** Change to Number of children/young people who are "Looked after at home".

**SMP.G.C.5.1a** - The number of looked after children and young people placed out of area. Split into 2 indicators  
-- The number of looked after children and young people placed in Foster placement outwith Midlothian  
-- The number of looked after children and young people placed in Residential School outwith Midlothian

**SMP.G.C.1b** Number of families receiving early intervention services - **Remove as measured in Service plan.**

**SMP.G.C.1g** The percentage of children & families surveyed who say that services have made a positive difference  
**Remove as this question doesn't appear in any of the current surveys. Current surveys follow the SHINARRI model of wellbeing indicators.**

**CS.S.02.01b** Evidence of co-location and resource sharing; feedback from stakeholders. **Indicator to be removed as covered by CS.S.01.01d** Feedback from communities, service users and partners on information available on how to access support.

**CS.S.02.01c** Feedback from communities, service users and partners. **Indicator to be removed as covered by**

**CS.S.01.01d** Feedback from communities, service users and partners on information available on how to access support.

01/08/2017 Request received

#### **New PI**

How many Midlothian children are on the child protection register

% of Midlothian children on the child protection register in relation to the Scottish average

How many Child Protection plans have chronology

% of Midlothian LAC in comparison with Scottish Average

% of Midlothian LAAC in comparison with Scottish Average

#### **Existing PIs to be reinstated**

CF.LPI.05 Child Protection: % of Core Group meetings held within 15 days for Initial (cumulative)

CF.LPI.04 Child Protection: % of Core Group meetings held within a 4 week period

# Children's Services PI summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	13	0	4		Q1 16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	1	0	1		Q1 16/17: On Target		20	Number of complaints complete at Stage 1	1
									Number of working days for Stage 1 complaints to be Completed	1
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	12.5	0	15.67		Q1 16/17: On Target		40	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	47
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 20 working days	100%	0%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 1	1
									Number of complaints at stage 1 responded to within 20 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 40 working days	100%	0%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	3

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.558 m	£ 14.864	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.84	2.67	4.51		Q1 16/17: Off target. This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.		8.50	Number of days lost (cumulative)	622.97
									Average number of FTE in service (year to date)	138.01

### 01.3 Corporate Health








Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		Q1 16/17: On Target		90%	Number of service & corporate priority actions	10
									Number of service & corporate priority actions on tgt/completed	10
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	95%		Q1 16/17: On Target		95%	Number received (cumulative)	363
									Number paid within 30 days (cumulative)	344
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	81.82 %	100%		Q1 16/17: On Target		90%	Number on tgt/ tgt achieved	8
									Number of PI's	8
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%		Q1 16/17: On Target No high risks.		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0




### 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	0%	0%		Q1 16/17: There are currently no outstanding audit actions for Children's Service		0%	Number of on target actions	0
									Number of outstanding actions	0

# Children's Services Action report













## 03. Service Priorities















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.01	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a service that is flexible and responsive within a spectrum of early intervention, effective and proportionate support and ensuring the protection of every child.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The new Children's service structure was accepted by the Board on 1st July however will not be shared with staff until 9th September due to other pressures. Following consultation, interviews for the new structure should be implemented by the new year at latest to allow new service to deliver on actions.
CS.S.01.02		Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The Named Person legislation becomes statutory on 31.08.16 – processes are in place to support this going forward.
CS.S.02.01	02. Effective and efficient use of resources	Increase opportunities to work in collaboration, identifying opportunities to work with voluntary orgs and community groups, including resource-sharing and co-location, also for working more closely with partners at earlier stage and signposting to universal services	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Work is progressing regarding the move to new premises which will allow opportunities for other organisations to drop in. Move not anticipated to progress until January 17.
CS.S.02.02		Implement the changes outlined in the Children & Young People (Scotland) Act 2014 in relation to supporting care-experienced young people.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Once the new structure is announced in Q2 we shall have a more defined service for this area of work.
CS.S.02.03		Continue to promote active participation from our care experienced young people and to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Work progressing with Corporate Parenting Board with strategy & plan endorsed 30th June 2016.
CS.S.02.03		Improve educational outcomes of our looked after at home children.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Baselines have been established for Care Experienced Young People (CEYP) from 2014/15 Educational attainment and will be used in Q3 to measure progress.
CS.S.02.04		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Children's services are considering alternatives to secure care in every case including using the "Flat". There are currently no children in secure accommodation.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.03.01	03. Participation	Improve mechanism for regular feedback from our staff and continuous improvement.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The new Supervision policy has been fully implemented, alongside the annual staff survey and robust adherence to HR procedures help maintain regular feedback from staff.
CS.S.03.02		Ensure that the service review provides a service that has a skilled and professional workforce who are able to appropriately respond to a wide range of needs and risk at the earliest opportunity	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The new structure will focus upon the reclaiming Social Work Approach with identified areas of work such as motivational interviewing, Family Therapy Training (4 workers to complete course starting Sept 16) & trauma based work.
CS.S.03.03		Increase feedback from children and young people on their experiences of service provision, to improve service provision for children and young people across Midlothian. Promote active participation from children and young people who are service users.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Children and service user input / feedback have been an integral part of the Service review and an ability to maintain this regularly has been incorporated into the new Service model. An update will be available on implementation in Q3.

















# Children's Services PI Report

03. Service Priorities - all Children's Services Performance indicators are new for 16/17 therefore there is no previous trend data for 2015/16.

PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.01.01a	01. Children and young people are supported to be Healthy, happy and reach their potential	All Children's Service Teams relocated to new premises.	25%			<b>Q1 16/17:</b> On Target Plans are in place to relocate services in Q4 (January 2017).	100%	
CS.S.01.01b		Service structure re-designed to create teams with multiple, clearly defined roles.	25%			<b>Q1 16/17:</b> On Target Following consultation with staff and Service users the new structure has been designed to clarify roles. Structure has been approved by Board and will be implemented in Q2.	100%	
CS.S.01.01c		As part of re-design, increased evening and weekend working where needed.	N/A			<b>Q1 16/17:</b> N/A A flexible approach to evening and weekend working to meet the needs of service users will be expected from teams when the new structure is implemented in Q2.	100%	
CS.S.01.01d		Feedback from communities, service users and partners on information available on how to access support.	25%			<b>Q1 16/17:</b> On Target Feedback from communities, service users and partners has been considered as part of the Service review and fed into the outcomes.	100%	
CS.S.01.02a		Establish a named person service	25%			<b>Q1 16/17:</b> On Target Named person service is established and will go live with legislation in Q2.	100%	
CS.S.01.02b		Ensure sufficient information is shared with parents, carers & professionals in relation to the role of named person and how to make a complaint	25%			<b>Q1 16/17:</b> On Target Information leaflets are being produced and will be available through Midlothian and Schools websites as well as physically in Schools and public offices.	100%	

PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.01.02c	01. Children and young people are supported to be Healthy, happy and reach their potential	Ensure that service is robust over the school holiday periods and that professionals, and parents know where to refer to.	25%			<b>Q1 16/17:</b> On Target	100%	
CS.S.01.02d		Ensure Midlothian website is updated regularly with relevant information in relation to Named Person Service.	25%			<b>Q1 16/17:</b> On Target Information leaflets are being produced and will be available through Midlothian and Schools websites.	100%	
CS.S.02.01a	02. Effective and efficient use of resources	Feedback from stakeholders and evidence of collaborative working practices.	N/A			<b>Q1 16/17:</b> On Target Data only (New indicator)		
CS.S.02.01b		Evidence of co-location and resource sharing; feedback from stakeholders.	N/A			<b>Q1 16/17:</b> N/A Indicator to be removed as covered by CS.S.01.01d		
CS.S.02.01c		Feedback from communities, service users and partners.	N/A			<b>Q1 16/17:</b> N/A Indicator to be removed as covered by CS.S.01.01d		
CS.S.02.02a		Establish a continuing care support structure which gives LAAC the right to stay in placement until the age of 21	25%			<b>Q1 16/17:</b> On Target The new service structure has taken the continuing care requirements and appropriate supports into account. Data only (New indicator)		
CS.S.02.02b		Establish "advice, guidance and assistance" provision to care leavers up to the age of 26 where this is something that would be helpful to them.	25%			<b>Q1 16/17:</b> On Target The continuing care requirements and appropriate supports has been taken into account is designing the new structure. Data only (New indicator)		



PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.02.03a	02. Effective and efficient use of resources	Attendance of Corporate Parents at Champions Board Meeting. Measure active participation in priorities set out in Corporate Parenting Plan?	25%			<b>Q1 16/17:</b> On Target Corporate Parenting board have been represented at both Champion Board meetings so far this year. Minute's of meeting will be checked to identify future participation in priority setting. Data only (New indicator)		
CS.S.02.04a		Average total tariff score for 16 year old Care Experienced Younger People	N/A			<b>Q1 16/17:</b> N/A Information for this indicator will be available in Q2. Data only (New indicator)		
CS.S.02.04b		Number of CEYP continuing into 5th & 6th year.	N/A			<b>Q1 16/17:</b> N/A Information for this indicator will be available in Q2. Data only (New indicator)		
CS.S.02.05a		Reduce the number of young people in secure care	0			<b>Q1 16/17:</b> On target. There are currently no young people in secure. Data only (New indicator)	1	
CS.S.03.01a	03. Participation	Staff survey feedback; Service user feedback	25%			<b>Q1 16/17:</b> On Target The new Supervision policy has been fully implemented, alongside the annual staff survey and robust adherence to Human Resource procedures help maintain regular feedback from staff. Data only (New indicator)		
CS.S.03.02a		LAC/LAAC & CP figures remain below Scottish average.	25%			<b>Q1 16/17:</b> Off Target The current rate per 1,000 of young people looked after in Midlothian is 13.5 compared to the national rate of 14.9. The current rate per 1,000 of children on the Child Protection Register is 3.4 compared to the national rate of 3.0. Data only (New indicator)		
CS.S.03.02b		Number of families receiving intensive support from early intervention team and reduce the duration of involvement.	N/A			<b>Q1 16/17:</b> N/A Baselines and targets for this indicator will be established in Q4 for 17/18. Data only (New indicator)		
CS.S.03.03a		Feedback from service users on experience of using services.	25%			<b>Q1 16/17:</b> On Target. Children and service user input / feedback have been an integral part of the Service review and an ability to maintain this regularly has been incorporated into the new Service model. An update will be available on implementation in Q3. Data only (New indicator)		

## Local Government Benchmarking Framework - Children's Services



### Children's Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CHN8a	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.00	£2,404.00	£2,869.00	£2,465.00	£1,748.35	Data for 15/16 will be published in January 2017	14/15 Rank 1 (TOP Quartile). 13/14 Rank 7 (TOP Quartile)
P-CHN8b	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£258.00	£319.00	£271.00	£250.00	£311.20		14/15 Rank 24 (Bottom Quartile). 13/14 Rank 20 (Third Quartile)
P-CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91%	92%	87%		14/15 Rank 20 (Third Quartile). 13/14 Rank 6 (TOP Quartile)