

01. Progress in delivery of strategic outcomes

Delivering Excellence Framework: The last year has seen the completion of the residential review and us going straight into a review of the remainder of Children's Services. We have therefore begun to embed the Delivering Excellence Framework to assist us with this task.

We have taken stock of all of our services and analysed what each part of the service does and how much this currently costs, as well as looking at the overall performance of the service. We are now looking at new delivery models for our service which will ensure we are able to meet the future demands upon the service such as the increasing population within Midlothian over the coming years, new legislation in addition to the ongoing budget constraints.

Over the next few weeks we shall be finalising the new structure which shall be presented to the Children's Services Transformation Board at the end of June.

Family Placement Team: The Care Inspectorate visited the Fostering & Adoption Teams in November 2015 where we received good reports in both service areas.

Kinship: Ensuring that we meet the demands and legislative requirements of the Children & Young People (Scotland) Act 2014 we are still awaiting draft kinship care guidance from Scottish Government to advise us exactly what is expected. In the interim we have employed a dedicated part time Team Leader with two part time social workers to work with all Kinship carers within Midlothian.

We held a coffee morning session at Lasswade High School on 19 April for kinship carers with the main objective being to devise a training plan which shall support carers in this role. The plan shall be the working tool to evidence our progress and highlight where there are gaps with the service we provide. The Head of Service shall oversee this piece of work on a six monthly basis.

Permanence and Care Excellence (PACE) programme: Midlothian Council was recently selected to become a test site by the Permanence and Care Excellence (PACE) programme. Midlothian was selected as a site because we had already begun to address drift and improve the quality of permanence work through the development of the Framework for Permanence.

This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland) to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, etc, to place vulnerable children in stable, long-term care. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programmed management approach.

Over the past year we have recruited 4 foster carers however our fostering campaign continues with team leaders using social media tools to have live interactions with the public to promote engagement and recruitment. There is a national shortage of carers and we have recently reviewed how we recruit and train and now offer more prep groups with immediate follow up so that we are responding quicker to enquiries and undertaking a home study at the earliest opportunity.

Midlothian Residential Services: The Care Inspectorate visited our residential houses in December 2015 and graded the service as very good in all aspects of their inspection. This was a great achievement given that the service has just come out of a full review and was still recruiting workers into post.

Child Protection: Our child protection statistics have remained relatively stable over the past year with 40 children's names being on the register in March 2016. This equate to 2.5% per 1,000 of population compared to the Scottish average of 3.0% per 1,000. The current rate per 1,000 of young people looked after in Midlothian is 14.2 compared to the national rate of 14.9.

The number of allocated cases has increased from the same time last year by 9%, however the actual number of children allocated has increased by 18% from 845 to 1001. The number of referrals coming into Children's Services has increased significantly from 2009/10 where we had 2321 referrals per year to 15/16 with 4582 referrals. This is in part due to earlier identification of concerns and getting support in place earlier to prevent escalation and also more awareness from all professionals and the public.

Secure Care: We currently have no young people in secure care, however over the past year there has been a significant rise in the number of young people we have had to secure. It is difficult to understand the reasons behind this increase however we continue to work in partnership with community safety, Police Scotland and other relevant agencies to address this issue.

Children & Young People (Scotland) Act 2014: There is a great deal of work being undertaken in relation to ensuring that we meet all relevant parts of this new piece of legislation. We have a Corporate Parenting Plan which will be endorsed at the next GIRFEMC Board and which will improve how we engage and work with our most vulnerable children and young people and ensure they are offered the same opportunities in life as others.

Our new duties in relation to kinship care is already mentioned above and the Named Person Service is an ongoing piece of work that is progressing well in particular within education.

We are also working towards the development of an aftercare and continuing care service for our looked after young people and have dedicated one of our residential houses (Gorebridge) to young people aged 16-18 where we shall work with them enhancing their social and life skills so that they can safely and confidently transition to independent living.

Hawthorn Children's Centre: The centre is now engaged with local nurseries and taking children into the centre who are unable to get a nursery placement within their local nursery. This transition towards a more universal approach fits with the new Family Centre way of working as we move forward.

02. Emerging Challenges and Risks

As already referred to above the review of Children's services is underway which continues to give all staff cause for anxiety. There is also the ongoing planning for the move to new premises at the end of the year which is itself another large piece of work requiring engagement and consultation with staff to ensure we manage their expectations and budget constraints.

Number of children requiring permanent placements: Due to the excellent collaborative work of ensuring that children in care do not drift and move swiftly towards a permanent placement, we currently have a substantial number of children requiring permanent placements (20+). Whilst this is positive on many levels, we are needing to identify both adopters and long term foster carers most of them out-with Midlothian which will not only incur additional costs but require social workers to be out and about more ensuring that these placements have the dedicated support and planning so that the transition into them is successful.

Health Visiting: Over the past year we have seconded three very experienced members of staff from within our family support team, to health visiting teams to support our health colleagues, as there is currently a 44% vacancy rate within this service. This remains a high risk area of work given the implementation of the Named Person on 31st August 2016 whereby the Health Visitor will be the 'Named Person' under legislation for all children aged 0-5 in Midlothian. There clearly are insufficient numbers of health visitors to meet this requirement therefore we continue to liaise with health around a satisfactory resolution to this issue.

Integrated Children's Service Plan: This has been a large piece of work and a draft is almost ready to go out for consultation with various agencies and service users with the hope that it should be ready for publication in June 2016

Risk Taking Behaviour: There continue to be many challenges that are often out-with Children's services control that can result in us having to fund unplanned additional costs. The challenge of managing risky behaviour within the community with external pressures from our colleagues in Police Scotland and Health to 'secure someone' in order to protect them is an ongoing dilemma that we face. Removing a young person's liberty is a very intrusive and punitive form of managing behaviour and is an area of work that requires further training and communication with partner agencies to get an agreed consensus into how we better manage these crisis and risky situations.

Budget: Managing our Children's services budget continues to be a challenge with an increasing population within Midlothian which invariably leads to an increase in referrals and demands upon our service.

Children's Services PI summary

01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	8	0	4	9	13		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	11.5	1	1	1	1		15/16: 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	10.83	0	15.67	12.6	12.5		15/16: On Target		40	Number of complaints complete at Stage 2	12
											Number of working days for Stage 2 complaints to be Completed	150
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 20 working days	50%	0%	0%	100%	100%		15/16: Off Target Social work complaints work to a 20 day stage 1 and 40 day stage 2 timescale.		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	83.33%	0%	66.67%	80%	100%		15/16: Off Target Social work complaints work to a 20 day stage 1 and 40 day stage 2 timescale.		95%	Number of complaints complete at Stage 2	12
											Number of complaints at stage 2 responded to within 20 working days	4

01.2 Making the Best Use of our Resources

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 14.864	£ 16.392	£ 15.565 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 16.753		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.44	2.67	5.94	9.73	12.84		15/16: 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)	1,794.09
											Average number of FTE in service (year to date)	139.7

01.3 Corporate Health







Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	95.24 %	100%	100%	100%	100%		15/16: On Target.		90%	Number of service & corporate priority actions	9
											Number of service & corporate priority actions on tgt/completed	9
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	96%	95%	96%		15/16: On Target.		95%	Number received (cumulative)	2,740
											Number paid within 30 days (cumulative)	2,617
06. Improve PI performance	% of PIs that are on target/ have reached their target.	75%	81.82 %	81.82 %	75%	77.78 %		15/16: Off Target. 6 out of 8. Substantial work has been done by the residential and Child protection teams to address those PI's outwith target.		90%	Number on tgt/ tgt achieved	7
											Number of PI's	9
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%		15/16: 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	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	87.5 %	0%	0%	100%	100%		15/16: On Target. No audit actions outstanding.		90%	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.SP.1.1	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Strengthen the Stage 2 processes to prevent escalation to Stage 3	31-Mar-2016		100%	15/16: Complete. Improved process up and running in all primary schools and are now established with Health colleagues for under 5s. Social Work staff seconded into NHS to strengthen stage 2 interventions for under 5's in health.
CS.SP.2.2	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Improve the permanence process to reduce the length of time to permanence	31-Mar-2016		100%	15/16: Complete. All social work has had workforce training and development. Key Performance Indicator to be reviewed and revised. Team leaders continue to make process dynamic and meeting scheduled with Scottish Government to look at process and performance management.
CS.SP.2.3		Continue to promote the Corporate Parenting programme	31-Mar-2016		100%	15/16: Complete. Application for Life Change Trust through to next level. Final 3 Year Corporate Parent Strategy and Action Plan agreed and in place
CS.SP.2.5		Work to reduce the number of Midlothian children placed outwith Midlothian	31-Mar-2016		100%	15/16: Complete. Continues to be the work of MARG (Multiagency Resource Group) and Gate-keeping. MARG has not negotiated any further out with Midlothian Placements. Young people previously placed have been risk assessed and it is not appropriate to disrupted settled placements
CS.SP.2.6		Ensure our staff are appropriately trained to become a motivated and skilled workforce	31-Mar-2016		100%	15/16: Complete. Children's Services – team learning and development plans in place or being worked on.
CS.SP.2.7		Encourage participation by continuously looking for ways to involve children & young people	31-Mar-2016		100%	15/16: Complete. New Champions Boards continue to involve Children & Young People in new service delivery and policies. Linked to Corporate Parent Strategy and Action Plan; survey work.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.SP.2.8	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Conduct self-evaluation to improve workforce	31-Mar-2016		100%	15/16: Complete. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.
CS.SP.3.1	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Support implementation of the Children and Young People (Scotland) Act 2014	31-Mar-2016		100%	15/16 : Complete. Plans continue to be in place for parts 9, 10, 11. Progress via GIRFEC vulnerable children subgroup. Being driven forward at GIRFEC Board and children and families service review.
CS.SP.4.1	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Develop a new strategy/policy around risk taking behaviour	31-Mar-2016		100%	15/16: Complete. Policy was revised to be more focussed and more of a guidance paper for staff. Is linked to learning and development going forward





Children's Services PI Report



03. Service Priorities

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16			Annual Target 2015/16	Benchmark	
			Value	Value	Value	Value	Value	Status	Short Trend			Note
CS.SP.2.2a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Average length of time (months) from a child becoming Looked After to recommendation for permanence	6.8	10	8.7	10	8.2			15/16: On target.	10.5	
CS.SP.2.2b		Average number of weeks between Permanency LAAC Review and date of Registration panel	N/A	7	8	10	11			15/16: On target (11)	12	
CS.SP.2.3a		Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	N/A	N/A	76%	76%	76%			15/16: On Target (76%) 19 of the 25 LAC/LAAC (Looked after / Accomodated Children) School leavers entered a positive destiantion according to the School Leavers Destination Report.	75%	Scot Gov stats for 12/13 (different criteria) 27 looked after leavers, 74% initial, 63% follow-up

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.2.4a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	% of child protection indicators on target	83.33%	83.33%	83.33%	83.33%	66.6%			15/16: Off Target. 4 out of 6 indicators met their 84% target. However, the % of core group meetings held within 15 days after Initial Case Conference was 81% and the % of Initial Case Conferences held within 21 days from the date of IRD was 57%.	85%	Benchma rk 100%
CS.SP.2.5a		Number of young people in secure, residential placements and foster placements outwith the authority	49	55	57	57	55			15/16: Off Target. Significant work has been done in this area and as at the end of Q4 there were no young people in secure.	51	Mar 14: 49; Mar 13: 57
CS.SP.2.6a		Percentage of staff that respond positively to the question in the staff survey 'I get the training and development I need to do my job effectively'.	N/A	N/A	N/A	77.6%	77.6%			15/16: Complete.	60%	
CS.SP.2.7a		Corporate Parenting Board to implement new Champions' Scheme by October 2015	N/A	Yes	Yes	Yes	Yes			15/16: Launch event held. Regular meetings have been scheduled and Chair and members identified.	Yes	
CS.SP.2.8a		Self evaluation theme carried out at Operational Managers Meeting annually	N/A	Yes	Yes	Yes	Yes			15/16: Complete. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.	Yes	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16			Annual Target 2015/16	Benchma rk	
			Value	Value	Value	Value	Value	Status	Short Trend			Note
CS.SP.4.1a	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Total number of bed nights for children and young people in secure care	N/A	246	236	198	182			15/16: Data from this years collection will be used to develop future targets.		
CS.SP.4.1b		Report on Life Path analysis for 2 children/young people (one in secure) to be published by summer 2015	N/A	Yes	Yes	Yes	Yes			15/16: Complete. Report delivered and used to inform policy changes and self evaluation.	Yes	

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	
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 will be available in January 2017	14/15 Rank 1 (TOP Quartile). 2013/14 Rank 7 (TOP Quartile)
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	Data will be available in January 2017	14/15 Rank 24 (Bottom Quartile). 2013/14 Rank 20 (Third Quartile)
CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91%	92%	87%	Data will be available in January 2017	14/15 Rank 20 (Third Quartile). 2013/14 Rank 6 (TOP Quartile)