# **Children's Services** Annual Performance Report 2016-2017



#### Progress in delivery of strategic outcomes

**Progress on Delivery of strategic outcomes:** Over the past year we have committed to building a new service that is flexible and responsive within a spectrum of early intervention, effective and proportionate and ensuring the protection of every child and different ways of working to senior managers in order to help change and improve the services we provide. The service review is now complete with almost everyone in post and with staff ready to move to new premises at the end of May 2017.

We committed to ensuring that changes and new duties outline in the Children & Young People (Scotland) Act 2014 were implemented. Whilst the Named Person Service remains on hold until August 2018, our new service structure takes cognisance of our duties to establish a provision where 'advice, guidance and assistance' can be offered to care leavers up to the age of 26. In addition we have an established Champions Board with a full time co-ordinator in post to promote active participation from our care experienced young people and to promote the work of the champion's board through mentoring/work experience and leadership.

As a service we wanted to explore alternative care arrangements for those young people who were at risk of secure care and over the past year we have been successful in requesting three Movement Restriction Orders (MRO) all of which prevented young people being placed in secure care. Further analysis as to the effectiveness of this is required as we move forward.

We aimed to improve educational outcomes for our Looked After at home children (LAC) and to increase the number of care experienced young people who stay onto 5th & 6th year at school. This was a new measurement however from the data we were able to collate we have now a baseline figure to work from going forward.

And finally we aimed to improve mechanisms for feedback and participation both from staff and service users alike. The staff survey is a tool used to gain staffs views as was an evaluation of the service prior to undertaking the service review. All staff were offered the opportunity to give their views around how they would shape the new service and regular updates offered in addition to 1:1 consultations.

We continue to engage regularly with care experienced young people through fortnightly meetings and quarterly events with the corporate parenting members where young people can share their experience of growing up in care.

**Service Review Update:** This past year has been about us using the delivering excellence framework to support the service review through consultation, devising and then implementing the new Children's services structure. This has now come to an end and Children's services are now at the stage of awaiting new staff to join them in their respective teams. This has been a huge task however all staff are looking forward to moving into their new premises at 7 Eskdaill Court, Dalkeith where they can begin to work in their new teams and embrace a more efficient way of working with each other and our partner agencies.

The new service is not locality based but created through a desire to transform how we currently work with children and their families. We were driven by a desire to achieve greater efficiency both in working practices and use of resources. We have front loaded the service so that we have greater capacity to deal with referrals at the first point of contact with the hope that we can then reduce the amount of referrals that reach crisis and require both intrusive and expensive forms of intervention. Over the next year it is hoped that we can evidence further the reduction in stage three forms of intervention and better outcomes for children and their families.

**Family Placement Team**: In Q4 we have recruited 2 new foster carers, however we also seen one foster carer retire. Over the past year we have increased our current foster care numbers by 12.5% from 56 in Q1 to 63 in Q4. This year we have an established Kinship care strategy group who have devised a training and development plan that is reviewed twice yearly by the Head of Service to ensure the plan is on track. This piece of work supports our commitment to supporting kinship carers and offering them greater parity with foster carers in relation to training opportunities.

**Child Protection:** In Q4 there are 54 children on the Child Protection Register an increase of 2 children from the last quarter. The number of children on the child protection register equates to a rate of 3.2 children per 1,000 against a national average rate of 3.0. Overall our numbers have remained fairly static over the past year with the usual monthly fluctuations which is to be expected in this area of work.

The number of Interagency Referral Discussions (child protection referrals) over the past year has increased by 39% from 364 in 2015/16 to 507 2016/17.

**Looked After at home and away from home (LAC/LAAC)**:Over the past two quarters we have seen a steady increase in our children and young people looked after at home figures. We currently have 70 children looked after at home on compulsory supervision orders which is a 63% increase from this time last year (43 children). We are in discussions with the Children's hearing system to try and better understand this increase. With regard to young people placed out-with Midlothian in external foster placements we currently have 32 children placed, which is a decrease of 6 young people from last year's figures. The reason for this decrease are many and often complex such as placement break downs, young people reaching adulthood and choosing to return to Midlothian or wishing to return to extended family. Overall the current rate per 1,000 of young people looked after in Midlothian is 14.5 compared to the national average rate of 14.9.

**Hawthorn Children's Centre:** Hawthorn Children's centre had an unannounced inspection by the Care Inspectorate in March 2017, at the time of writing we are still awaiting the final report, however suffice to add that the verbal feedback is very positive. Staff at Hawthorn Children's Centre continue to work with a large number of children who have complex needs from all over the county, however we have now began discussions with our voluntary agency colleagues to look at different models of working with this group of young children and shall report on the progress of these discussions in subsequent reports. Hawthorn also supports local nurseries to accommodate the increased number of 2 year olds entitled to early learning education.

**Residential Services:** At the time of reporting on 31st March 2017 we had 10 young people accommodated within our own residential houses. This fluctuates on a daily basis dependent on the need within our communities. We have a total of 12 beds across the three houses. At the time of reporting we have two young people in secure care. We also support two unaccompanied asylum seeking young people within this provision.

Overall 2016/17 has been a successful year given the additional pressures from the service review. Going forward we are hopeful that we shall provide a more efficient service that responds to the needs of our children and their families at the time when they need our support. We hope to engage fully with our partner agencies to ensure that all support offered is both proportionate and appropriate and that we do not duplicate services.

Children's Services have this year been successful in receiving funding from the Life Changes Trust to support our corporate parenting role and duties and we have subsequently employed a co-ordinator to support the young champions in raising issues with senior management and supporting us to develop new policies and protocols that improves the experience of being in care.

In addition to this Children's Services attended the Scottish Public Services Awards and were successful in wining an award for our Permanence Framework which supports children to reach their final destination be it foster care, kinship care of an adoptive family within a timescale that reduces the risk of drift and uncertainty.

### **Emerging Challenges and Risks**

### The challenges and risk within Children's Services are:

**Increasing Referrals:** Overall the total number of referrals into Children's services for 2016/17 is 4764 which is a 4% increase from 2015/16 (4580). This coupled with a 39% increase in child protection referrals has put a strain on front line services. This is why our new structure has front loaded the service so as to try and better manage referrals by offering proportionate and appropriate support or directing referrals to other agencies if appropriate as well as offering short term pieces of intervention to prevent a crisis situation occurring.

**Finance:** Finance continues to be challenge within all of our services across the council. Children's Services have committed to reducing their spend by investing in ensuring that all children and young people are cared for and educated within Midlothian, thereby reducing expenditure on external resources. This is a significant commitment and challenge both from a financial and resource perspective and requires a commitment to ensure we continue to undertake early intervention and prevention work and not just the statutory duties carried out by social workers.

Sickness absence of staff remains a priority and ongoing work is being undertaken to support managers and staff alike.

**Scottish Child Abuse Inquiry:** This is a significant piece of work with a project team dealing with the requests for information and a working group now in place to write new protocols/ policies around how we manage any potential future claims. A significant amount of time and resources are being deployed at this time to ensure that Midlothian Council complies with the requests for information within the agreed time scales.

**Mental Health:** Mental health services for young people in Midlothian remains an area of risk. Despite ongoing discussions with health colleagues the waiting lists remain long and the volume of referrals into the service continues to rise. This is now being addressed through a working group.

# **Children's Services Performance Indicator Summary**

|   |   |             | O                 | utcom             | nes ar   | nd Cu      | stome      | er Feedback   |                |                     |   |       |
|---|---|-------------|-------------------|-------------------|--|------------|------------|---|----------------|---------------------|---|-------|
| Priority                                  | Indicator   | 2015/<br>16 | Q1<br>2016/<br>17 | Q2<br>2016/<br>17 | Q3<br>2016/<br>17                              |            |            | 2016/17   |                | Annu<br>al<br>Targe | Feeder Data   | Value |
|   |   | Value       | Value             | Value             | Value  | Value      | Statu<br>s | Note  | Short<br>Trend | t<br>2016/<br>17    |   |       |
|   | Number of<br>complaints<br>received<br>(cumulative)         | 13          | 4                 | 9                 | N/A  | 35         |            | 16/17: Data Only  |                |                     |   |       |
|   | Average time in working days to respond to 1 6 6 N/A 0.67   |             |                   |                   | Number of<br>complaints<br>complete at Stage 1 | 3          |            |   |                |                     |   |       |
|   | respond to<br>complaints at stage<br>1                      | 1           | 6                 | 6                 | N/A  | 0.67       |            | 16/17: On Target  | 1              | 5                   | Number of working<br>days for Stage 1<br>complaints to be<br>Completed          | 2     |
|   | Average time in working days to                             |             |                   |                   |  |            |            |   |                |                     | Number of<br>complaints<br>complete at Stage 2                                  | 28    |
| 01. Provide an<br>efficient<br>complaints | respond to<br>complaints at stage<br>2                      | 12.5        | 15.67             | 25.29             | N/A  | 11.5       |            | 16/17: On Target  | 1              | 20                  | Number of working<br>days for Stage 2<br>complaints to be<br>Completed          | 322   |
| service                                   | Percentage of   |             |                   |                   |  |            |            |   |                |                     | Number of<br>complaints<br>complete at Stage 1                                  | 3     |
|   | complaints at stage<br>1 complete within 5<br>working days  | 100%        | 100%              | 100%              | N/A  | 66.67<br>% |            | <b>16/17</b> : Off Target<br>A Council wide<br>review to raise<br>awareness and | ₽              | 95%                 | Number of<br>complaints at stage<br>1 responded to<br>within 20 working<br>days | 2     |
|   | Percentage of   | e of        |                   |                   |  |            |            | understanding for<br>staff and therefore<br>improve<br>performance is           |                |                     | Number of<br>complaints<br>complete at Stage 2                                  | 28    |
|   | complaints at stage<br>2 complete within<br>20 working days | 100%        | 100%              | 100%              | N/A  | 85.71<br>% |            | performance is<br>planned for 2017/18   |                | 95%                 | Number of<br>complaints at stage<br>2 responded to<br>within 20 working<br>days | 24    |

## Making the Best Use of our Resources

| Priority                            | Indicator  | 2015/<br>16       | Q1<br>2016/<br>17 | Q2<br>2016/<br>17 | Q3<br>2016/<br>17 |                  |            | 2016/17  |                | Annu<br>al<br>Targe | Feeder Data   | Value        |
|-------------------------------------|--|-------------------|-------------------|-------------------|-------------------|------------------|------------|--|----------------|---------------------|---|--------------|
| . nonky                             |  | Value             | Value             | Value             | Value             | Value            | Statu<br>s | Note   | Short<br>Trend | t<br>2016/<br>17    |   | Value        |
| 02. Manage<br>budget<br>effectively | Performance<br>against revenue<br>budget   | £<br>15.55<br>8 m | £<br>14.70<br>7 m |                   | £<br>14.85<br>8 m | £<br>15.43<br>1m |            | 16/17: On Target   | ₽              | £<br>15.4<br>61m    |   |              |
|                                     |  |                   |                   |                   |                   |                  |            | <b>16/17:</b> On Target Implementation of a  |                |                     | Number of days lost<br>(cumulative)                   | 1,024.9<br>9 |
| 03. Manage<br>stress and<br>absence | Average number of<br>working days lost<br>due to sickness<br>absence<br>(cumulative) | 12.84             | 4.51              | 6.40              | 10.22             | 7.40             |            | Service Review has<br>resulted in a<br>reduced figure for<br>Q4 as this data no<br>longer includes staff<br>who have<br>transferred out of<br>the service. | 1              | 8.50                | Average number of<br>FTE in service (year<br>to date) | 138.45       |

|                               |   |            |       |                     | Cor         | porat      | e Hea      | lth   |                |                  |   |       |
|-------------------------------|---|------------|-------|---------------------|-------------|------------|------------|---|----------------|------------------|---|-------|
| Priority                      | Indicator<br>2015/ 16 2016/ 2016/ 2016/ 2016/ 2016/ 2016/ 2016/17<br>17 17 17 2016/ 17 2016/17<br>2016/ 17 2016/17<br>2016/17 |            |       | Annu<br>al<br>Targe | Feeder Data | Value      |            |   |                |                  |   |       |
|                               |   | Value      | Value | Value               | Value       | Value      | Statu<br>s | Note  | Short<br>Trend | t<br>2016/<br>17 |   |       |
| 04. Complete all              | % of service priorities on target /   |            |       |                     |             |            |            |   |                |                  | Number of service & corporate priority actions                  | 10    |
| service priorities            | completed, of the total number  | 100%       | 100%  | 100%                | 100%        | 100%       |            | 16/17: On Target  |                | 90%              | Number of service & corporate priority actions on tgt/completed | 10    |
| 05. Process                   | % of invoices paid within 30 days of  |            |       |                     |             |            |            |   |                |                  | Number received (cumulative)                                    | 2,397 |
| invoices<br>efficiently       | invoice receipt<br>(cumulative)   | 96%        | 95%   | 97%                 | 97%         | 96%        |            | 16/17: On Target  | 1              | 95%              | Number paid within<br>30 days<br>(cumulative)                   | 2,296 |
|                               | % of PIs that are   |            |       |                     |             |            |            | <b>16/17:</b> Off Target 2 of 9 Performance                                 |                |                  | Number on tgt/ tgt<br>achieved                                  | 7     |
| 06. Improve PI<br>performance | on target/ have<br>reached their<br>target.   | 77.78<br>% | 100%  | 100%                | 100%        | 77.78<br>% |            | measures currently<br>off target. Details in<br>main performance<br>report. |                | 90%              | Number of PI's  | 9     |
| 07. Control risk              | % of high risks that<br>have been<br>reviewed in the last   | 0%         | 0%    | 100%                | 100%        | 100%       |            | <b>16/17:</b> On Target<br>There are currently<br>no risks reviewed         |                | 100%             | Number of high<br>risks reviewed in the<br>last quarter         | 0     |
|                               | quarter   |            |       |                     |             |            |            | as High within<br>Children's service.                                       |                |                  | Number of high<br>risks   | 0     |

## Improving for the Future

| Priority                              | Indicator   | 2015/<br>16 | Q1<br>2016/<br>17 | Q2<br>2016/<br>17 | Q3<br>2016/<br>17 |       |            | 2016/17  |                | Annu<br>al<br>Targe | Feeder Data                      | Value |
|---------------------------------------|---|-------------|-------------------|-------------------|-------------------|-------|------------|--|----------------|---------------------|----------------------------------|-------|
|                                       |   | Value       | Value             | Value             | Value             | Value | Statu<br>s | Note   | Short<br>Trend | t<br>2016/<br>17    |                                  |       |
|                                       |   |             |                   |                   |                   |       |            | <b>16/17:</b> Off Target The adoption of   |                |                     | Number of on target actions      | 0     |
| 08. Implement<br>improvement<br>plans | % of<br>internal/external<br>audit actions<br>progressing on<br>target. | 100%        | 100%              | 100%              | 18.18<br>%        | 0%    |            | recommended audit<br>actions from the<br>Self Directed<br>Support review are<br>60-80% complete.<br>They have been<br>delayed due to<br>project resource<br>being diverted to<br>backfill an<br>operational role.<br>Plans are in place<br>to reconcile these<br>actions and finalise<br>processes in Q1<br>2017/18. | •              | 90%                 | Number of<br>outstanding actions | 8     |

# **Children's Services Action report**



|            | Service Priority Actions   |   |                 |          |          |   |  |  |  |  |  |  |  |
|------------|--|---|-----------------|----------|----------|---|--|--|--|--|--|--|--|
| Code       | Priority   | Action  | Due<br>Date     | lcon     | Progress | Comment & Planned Improvement Action  |  |  |  |  |  |  |  |
| CS.S.01.01 | 01. Children and young<br>people are supported to<br>be Healthy, happy and   | 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-<br>2017 | ø        | 100%     | <b>16/17:</b> Complete<br>The new Children's service structure was implemented on 1st<br>April 2017, split into 3 service areas<br>- Early Intervention & Prevention<br>- Practice Teams<br>- Resources   |  |  |  |  |  |  |  |
| CS.S.01.02 | reach their potential  | Implement the changes outlined in the<br>Children & Young People (Scotland) Act 2014,<br>in relation to the Named Person provision.   | 31-Mar-<br>2017 |          | 100%     | <b>16/17:</b> On Target<br>The Named Person legislation rollout has been delayed until<br>2018, work will continue for implementation and take account of<br>any changes to the legislation.  |  |  |  |  |  |  |  |
| CS.S.02.01 |  | Increase opportunities to work in collaboration,<br>identifying opps to work with vol orgs and<br>community groups, including resource-sharing<br>and co-location, also for working more closely<br>with partners at earlier stage and signposting<br>to universal services | 31-Mar-<br>2017 | <b>Ø</b> | 100%     | <b>16/17:</b> Complete<br>Work is progressing regarding the move to new premises which<br>will allow opportunities for other organisations to drop in. Move to<br>new premises is anticipated to progress in Q1 17/18. This will be<br>further strengthened with the introduction of the newly appointed<br>Early Intervention and Prevention Development Officers. |  |  |  |  |  |  |  |
| CS.S.02.02 | 02. Effective and efficient use of   | Implement the changes outlined in the<br>Children & Young People (Scotland) Act 2014<br>in relation to supporting care-experienced<br>young people.   | 31-Mar-<br>2017 | <b>Ø</b> | 100%     | <b>16/17:</b> Complete<br>The new Corporate parenting strategy has been embedded into<br>services and teams to allow us to better support Care<br>Experienced Young People (CEYP), the introduction of the 12+<br>service will allow us to focus on this area.  |  |  |  |  |  |  |  |
| CS.S.02.03 | efficient use of contract of c | Continue to promote active participation from<br>our care experienced young people and to<br>promote the work of the champions board<br>through mentoring/work experience &<br>leadership work  |                 | 0        | 100%     | <b>16/17:</b> Complete<br>Work progressing with Corporate Parenting Board with strategy<br>and plan endorsed.   |  |  |  |  |  |  |  |
| CS.S.02.04 |  | Improve educational outcomes of our looked after at home children.  | 31-Mar-<br>2017 | <b>Ø</b> | 100%     | <b>16/17:</b> Complete<br>Baselines have been established for Care Experienced Young<br>People (CEYP) from 2015/16 Educational attainment, this<br>information will be used to set targets for 16/17.   |  |  |  |  |  |  |  |

| Code       | Priority                                     | Action  | Due<br>Date     | lcon     | Progress | Comment & Planned Improvement Action  |
|------------|--|---|-----------------|----------|----------|---|
| CS.S.02.05 | 02. Effective and efficient use of resources | Implement alternative care arrangements for those young people who are at risk of secure care.  | 31-Mar-<br>2017 | <b>Ø</b> | 100%     | <b>16/17:</b> Complete<br>Children's services are currently still looking at local alternatives<br>to secure care in every case, including using the "Flat".<br>Midlothian Children Services currently has two young people in<br>secure care, both have exit plans in place to return to Midlothian. |
| CS.S.03.01 |  | Improve mechanism for regular feedback from our staff and continuous improvement.   | 31-Mar-<br>2017 |          | 100%     | <b>16/17:</b> Complete<br>The new Supervision policy has been fully implemented,<br>alongside the annual staff survey and robust adherence to HR<br>procedures help maintain regular feedback from staff.   |
| CS.S.03.02 | 03. Participation                            | Ensure that the service review provides a<br>service that has a skilled and professional<br>workforce who are able to appropriately<br>respond to a wide range of needs and risk at<br>the earliest opportunity   | 31-Mar-<br>2017 | <b>I</b> | 100%     | <b>16/17:</b> Complete<br>The new structure will focus upon the reclaiming Social Work<br>Approach with identified areas of work such as motivational<br>interviewing.<br>Family Therapy Training - 2 workers have completed course &<br>trauma based work.   |
| CS.S.03.03 |  | Increase feedback from children and young<br>people on their experiences of service<br>provision, to improve service provision for<br>children and young people across Midlothian.<br>Promote active participation from children and<br>young people who are service users. | 31-Mar-<br>2017 | <b>I</b> | 100%     | <b>16/17:</b> Complete<br>A working group has been created to establish baselines and<br>look at reviewing service provision for Care Experienced Young<br>People (CEYP), feedback will be drawn using traditional methods<br>but look at increasing Social media input.                              |



|              |                                     |  |                  | Servic        | e Priority    | Performa      | nce India | ators    |                |  |                   |  |
|--------------|-------------------------------------|--|------------------|---------------|---------------|---------------|-----------|----------|----------------|--|-------------------|--|
| DI Cada      | Drizvitu                            | DI   | 2015/16          | Q1<br>2016/17 | Q2<br>2016/17 | Q3<br>2016/17 |           |          | 201            | 6/17   | Annual            | Danahmark  |
| PI Code      | Priority                            | PI   | Value            | Value         | Value         | Value         | Value     | Status   | Short<br>Trend | Note   | Target<br>2016/17 | Benchmark  |
| BS.CS.LPI.04 |                                     | Child Protection: % of<br>Core Group meetings<br>held within a 4 week<br>period.                 |                  | 85%           | 68%           | 96%           | 80%       | •        | ₽              | <b>16/17:</b> Off Target<br>Q1-85% Q2-68% Q3-96% Q4-<br>69%<br>Midlothian are increasing their<br>target to 8 weeks from 4 to<br>bring into line with Edinburgh<br>and Lothian Child Protection<br>procedures.       | 100%              | Benchmark<br>100%;<br>National std<br>is 8 wks;<br>Midlothian<br>std is 4 wks. |
| BS.CS.LPI.05 | 01. Children and                    | Child Protection: % of<br>Core Group meetings<br>held within 15 days<br>for Initial (cumulative) |                  | 82%           | 80%           | 71%           | 87%       | •        | 1              | <b>16/17</b> : Off Target<br>Initial child protection core<br>groups held within 15 days is at<br>the highest rate (87%) since<br>recording began.   | 100%              |  |
| CS.S.01.01a  | young people are<br>supported to be | All Children's Service<br>Teams relocated to<br>new premises.                                    | New for<br>16/17 | 25%           | 50%           | 75%           | 95%       | •        | 1              | <b>16/17</b> : Off Target<br>New structure went live on 1st<br>April, staff relocation is planned<br>for May 2017.   | 100%              |  |
| CS.S.01.01b  |                                     | Service structure re-<br>designed to create<br>teams with multiple,<br>clearly defined roles.    |                  | 25%           | 50%           | 75%           | 100%      | <b>I</b> | 1              | <b>16/17</b> : On Target<br>New structure went live on 1st<br>April.   | 100%              |  |
| CS.S.01.01c  |                                     | As part of re-design,<br>increased evening<br>and weekend working<br>where needed.               |                  | N/A           | 50%           | 75%           | 100%      | <b></b>  | 1              | <b>16/17</b> : On Target<br>A key part of the new structure<br>has been to place an<br>expectation on staff to provide<br>a flexible and adaptable<br>approach to working based on<br>the needs of our service users | 100%              |  |

|             | Drivity  | DI  | 2015/16          | Q1<br>2016/17 | Q2<br>2016/17 | Q3<br>2016/17 |       |             | 201            | 6/17   | Annual            | Deserbased |
|-------------|--|---|------------------|---------------|---------------|---------------|-------|-------------|----------------|--|-------------------|------------|
| PI Code     | Priority   | PI  | Value            | Value         | Value         | Value         | Value | Status      | Short<br>Trend | Note   | Target<br>2016/17 | Benchmark  |
| CS.S.01.01d |  | Feedback from<br>communities, service<br>users and partners<br>on information<br>available on how to<br>access support.   |                  | 25%           | 50%           | 75%           | 100%  | <b>&gt;</b> | 1              | <b>16/17</b> : On Target<br>Consultation with partners and<br>3rd sector has helped shape<br>the review of Childrens service<br>and further consultations will be<br>progressed to help review and<br>evaluate the service going<br>forward. | 100%              |            |
| CS.S.01.02a |  | Establish a named person service  |                  | 25%           | 50%           | 75%           | 100%  | <b></b>     | 倉              | <b>16/17:</b> On Target<br>The Named Person legislation<br>rollout has been delayed until<br>2018, work will continue for<br>implementation and take<br>account of any changes to the<br>legislation.  | 100%              |            |
| CS.S.01.02b | 01. Children and<br>young people are<br>supported to be<br>Healthy, happy and<br>reach their potential | Ensure sufficient<br>information is shared<br>with parents, carers &<br>professionals in<br>relation to the role of<br>named person and<br>how to make a<br>complaint | New for<br>16/17 | 25%           | 50%           | 75%           | 100%  | 0           | 1              | <b>16/17:</b> On Target<br>The Named Person legislation<br>rollout has been delayed until<br>2018, work will continue for<br>implementation and take<br>account of any changes to the<br>legislation.  | 100%              |            |
| CS.S.01.02c | •  | Ensure that service is<br>robust over the<br>school holiday<br>periods and that<br>professionals, and<br>parents know where<br>to refer to.                           |                  | 25%           | 50%           | 75%           | 100%  | <b></b>     | 1              | <b>16/17:</b> On Target<br>The Named Person legislation<br>rollout has been delayed until<br>2018, work will continue for<br>implementation and take<br>account of any changes to the<br>legislation.  | 100%              |            |
| CS.S.01.02d |  | Ensure Midlothian<br>website is updated<br>regularly with<br>relevant information<br>in relation to Named<br>Person Service.  |                  | 25%           | 50%           | 75%           | 100%  | <b></b>     | 倉              | <b>16/17:</b> On Target<br>The Named Person legislation<br>rollout has been delayed until<br>2018, work will continue for<br>implementation and take<br>account of any changes to the<br>legislation.  | 100%              |            |

|             | Driarity                           |   | 2015/16          | Q1<br>2016/17 | Q2<br>2016/17 | Q3<br>2016/17 |       |          | 201            | 6/17   | Annual            | Denshared |
|-------------|------------------------------------|---|------------------|---------------|---------------|---------------|-------|----------|----------------|--|-------------------|-----------|
| PI Code     | Priority                           | PI  | Value            | Value         | Value         | Value         | Value | Status   | Short<br>Trend | Note   | Target<br>2016/17 | Benchmark |
| CS.S.02.01a |                                    | Feedback from<br>stakeholders and<br>evidence of<br>collaborative working<br>practices.   |                  |               |               |               | 100%  |          | -              | <b>16/17:</b> Data Only<br>Multi-agency case file audits<br>will be used as part of the new<br>service review structure to<br>measure evidence of<br>collaborative working practices.  |                   |           |
| CS.S.02.02a |                                    | Establish a<br>continuing care<br>support structure<br>which gives LAAC<br>the right to stay in<br>placement until the<br>age of 21                                   |                  | 25%           | 50%           | 75%           | 100%  | <b>2</b> | 1              | <b>16/17:</b> On Target<br>The continuing care support<br>structure has been ingrained<br>into working practice and is<br>encompassed within the<br>Corporate Parent Strategy.   |                   |           |
| CS.S.02.02b | 02. Effective and efficient use of | Establish "advice,<br>guidance and<br>assistance" provision<br>to care leavers up to<br>the age of 26 where<br>this is something that<br>would be helpful to<br>them. | New for<br>16/17 | 25%           | 50%           | 75%           | 100%  |          | 1              | <b>16/17:</b> On Target<br>A key tenet of the new 12+<br>service will be the delivery of<br>this provision.  |                   |           |
| CS.S.02.03a | resources                          | Attendance of<br>Corporate Parents at<br>Champions Board<br>Meeting. Measure<br>active participation in<br>priorities set out in<br>Corporate Parenting<br>Plan?      |                  | 25%           | 50%           | 75%           | 100%  |          | 1              | <b>16/17:</b> On Target<br>Governance Structure updated<br>to reflect plans.   |                   |           |
| CS.S.02.04a |                                    | Average total tariff<br>score for 16 year old<br>Care Experienced<br>Younger People   |                  | N/A           | N/A           | N/A           | 167   |          |                | <b>16/17:</b> Data Only<br>The average total tariff points<br>for the "middle 60%" of Care<br>experienced learners in<br>2015/16 was 167, up from 141<br>in 14/15. National average was<br>195 and the virtual comparator<br>was 228. It should be noted<br>that the number of pupils<br>included in the cohort is low<br>(13) and this can cause large<br>fluctuations in future years. |                   |           |

| DI Codo     | Driarity                   | DI   | 2015/16       | Q1<br>2016/17 | Q2<br>2016/17 | Q3<br>2016/17 |       |        | 201            | 6/17   | Annual            | Denshraark |
|-------------|----------------------------|--|---------------|---------------|---------------|---------------|-------|--------|----------------|--|-------------------|------------|
| PI Code     | Priority                   | PI   | Value         | Value         | Value         | Value         | Value | Status | Short<br>Trend | Note   | Target<br>2016/17 | Benchmark  |
| CS.S.02.04b | 02. Effective and          | Number of CEYP<br>continuing into 5th &<br>6th year.   |               | N/A           | 17            | 17            | 17    |        | -              | <b>16/17:</b> Data Only.<br>The 16/17 School roll shows 13<br>CEYP in S5 and 4 in S6. New<br>indicator.  |                   |            |
| CS.S.02.05a | efficient use of resources | Reduce the number<br>of young people in<br>secure care   |               | 0             | 1             | 1             | 2     | •      | ₽              | <b>16/17:</b> Off Target<br>There were 2 young people in<br>secure care at 31/03/2017, both<br>of whom have exit plans in<br>place to return to Midlothian.  | 1                 |            |
| CS.S.03.01a |                            | Staff survey<br>feedback; Service<br>user feedback   | New for 16/17 | 25%           | 50%           | 75%           | 100%  |        | 1              | <b>16/17:</b> Data Only<br>The new Supervision policy has<br>been fully implemented;<br>alongside the annual staff<br>survey and robust adherence to<br>Human Resource procedures<br>help maintain regular feedback<br>from staff. A new planned<br>survey for Care Experienced<br>Young People (CEYP) is due to<br>be implemented in the 17/18.<br>New indicator. |                   |            |
| CS.S.03.02a | 03. Participation          | Looked After Children<br>and Looked After and<br>Accommodated<br>Children percentage<br>remains below<br>Scottish average.                     |               | 13.5          | 13.3          | 14.6          | 14.5  |        | 1              | <b>16/17:</b> Data Only<br>The current rate per 1,000 of<br>young people looked after in<br>Midlothian is 14.5 compared to<br>the national rate of 14.9.   |                   |            |
| CS.S.03.02b |                            | Child Protection<br>percentage remains<br>below Scottish<br>average.   |               | 3.4           | 3.5           | 3.1           | 3.2   | •      | ₽              | <b>16/17:</b> Off Target<br>The current rate per 1,000 of<br>children on the Child Protection<br>Register is 3.2 compared to the<br>national rate of 3.0.  | 3.0               |            |
| CS.S.03.02c |                            | Number of families<br>receiving intensive<br>support from early<br>intervention outreach<br>team and reduce the<br>duration of<br>involvement. |               | N/A           | N/A           | N/A           | N/A   |        | -              | <b>16/17</b> : Data Only<br>The new Early Intervention and<br>Prevention service has 3 teams<br>whose remit will be to align and<br>co-ordinate 3rd party support to<br>ensure that other universal<br>services are involved at the<br>earliest opportunity.   |                   |            |

| PI Code           | Driovity          | PI  | 2015/16          | Q1<br>2016/17 | Q2<br>2016/17 | Q3<br>2016/17 |       |         | 201            | 6/17   | Annual            | Banahmark |
|-------------------|-------------------|---|------------------|---------------|---------------|---------------|-------|---------|----------------|--|-------------------|-----------|
| Prode             | Priority          | PI  | Value            | Value         | Value         | Value         | Value | Status  | Short<br>Trend | Note   | Target<br>2016/17 | Benchmark |
| CS.S.03.03a       | 03. Participation | Feedback from<br>service users on<br>experience of using<br>services. | New for<br>16/17 | 25%           | 50%           | 75%           | 100%  |         |                | <b>16/17:</b> Data Only<br>Children and service user input<br>/ feedback have been an<br>integral part of the Service<br>review and an ability to<br>maintain this regularly has been<br>incorporated into the new<br>Service model. A new ongoing<br>survey of Care experienced<br>young people will be introduced<br>in 17/18. |                   |           |
| M.G.CS.01.04<br>f |                   | Number of Children<br>looked after at home                            |                  |               | 42            | 66            | 70    | <u></u> | 1              | 16/17: Data Only   |                   |           |
| M.G.CS.01.04<br>g |                   | Number of Children<br>looked after away<br>from home                  |                  |               | 207           | 207           | 200   |         |                | 16/17: Data Only   |                   |           |

### **Balanced Scorecard Indicators**

| DI Carla | De fermene la diseter  | 2015/16       | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | 2016/17 |              |         |  |
|----------|--|---------------|------------|------------|------------|---------|--------------|---------|--|
| PI Code  | Performance Indicator  | Value         | Value      | Value      | Value      | Value   | Target       | Status  | Note   |
| BS.CS.01 | Number of stage 2 outcome focused assessment undertaken                      |               | Annual Mea | isure      | -          | 234     |              |         | 16/17: Data Only   |
| BS.CS.02 | Number of stage 3 outcome focused assessment undertaken                      | -             | 20         | 70         | 99         | 180     | Data         | <u></u> | <b>16/17</b> : Data Only<br>180 assessments since June 2016 when information started<br>to be recorded in Mosaic. New Indicator. Some staff using<br>old stage 3 assessment – not fully implemented. |
| BS.CS.03 | Number of external "Foster" placements purchased this year                   | New for 16/17 | N/A        | N/A        | 1          | 2       | only         |         | <b>16/17:</b> Data Only<br>New Indicator - Baseline to be established by the end of 2016/17.   |
| BS.CS.04 | Number of referrals to the duty service (cumulative)                         |               | 1,385      | 2,469      | 3,707      | 4,764   |              |         | <b>16/17:</b> Data Only<br>There have been 4,764 referrals to the duty service so far<br>this year. Q1-1,385, Q2-1,084, Q3-1,238, Q4-1,057.  |
| BS.CS.08 | Number of children adopted   |               |            | 4          | 6          | 11      | 6            |         | <b>16/17:</b> On Target  |
| BS.CS.09 | Length of time children in permanence process before reaching forever family |               | 12.6       | 12.6       | 12.5       | 13.8    | Data<br>only |         | <b>16/17:</b> Data Only<br>The average time taken from the Permanence LAAC Review<br>to being placed with prospective adopters is 13.8 months.   |

| PI Code  | Performance Indicator  | 2015/16          | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | 2016/17 |              |        |  |  |  |  |
|----------|--|------------------|------------|------------|------------|---------|--------------|--------|--|--|--|--|
|          |  | Value            | Value      | Value      | Value      | Value   | Target       | Status | Note   |  |  |  |
| BS.CS.10 | Number of foster carers going through prep groups on a quarterly basis   | New for<br>16/17 | 18         | 31         | 40         | 43      |              |        | 16/17 : Data Only  |  |  |  |
| BS.CS.11 | Number of new foster carers approved   |                  | 4          | 6          | 8          | 9       |              |        | 16/17: Data Only   |  |  |  |
| BS.CS.12 | Number of foster carers de-registered quarterly  |                  | 3          | 4          | 4          | 5       | Data<br>Only |        | <b>16/17 :</b> Data Only<br>There have been 5 de-registrations in 16/17 so far, Q1 - 3,<br>Q2 -1, Q3 - 0, Q4 - 1.                            |  |  |  |
| BS.CS.13 | Number of permanence LAAC<br>Reviews happening quarterly   |                  | 12         | 18         | 24         | 34      |              |        | 16/17: Data Only   |  |  |  |
| BS.CS.14 | Number of children matched in quarter<br>– (average months from perm LAAC to<br>matching panel)?                               |                  | 6          | 9          | 13         | 19      | 6            |        | <b>16/17:</b> On Target  |  |  |  |
| BS.CS.15 | Number of places taken at residential houses - capacity 12   |                  | 9          | 8          | 12         | 10      | 12           |        | <b>16/17:</b> On Target At 31/03/17, 10 children were placed in residential houses.  |  |  |  |
| BS.CS.16 | The number of children living in kinship or foster care  | 192              | 187        | 182        | 177        | 171     | Data<br>Only |        | <b>16/17 :</b> Data Only<br>As at 31/03/17, 171 children in foster or kinship care.  |  |  |  |
| BS.CS.17 | Number of Midlothian children on the Child Protection Register   | New for<br>16/17 | 57         | 58         | 52         | 54      |              |        | <b>16/17:</b> Data Only<br>As at 31/03/17 there were 54 children on the Child<br>Protection Register.  |  |  |  |
| BS.CS.18 | Rate per 1,000 population of Midlothian<br>children on the Child Protection<br>Register in relation to the Scottish<br>average |                  | 3.4        | 3.5        | 3.1        | 3.2     |              |        | <b>16/17:</b> Data Only<br>Midlothian is slightly above the national rate of 3.0.  |  |  |  |
| BS.CS.19 | % of Child Protection plans which have chronology  |                  | 53%        | 68%        | 78%        | 79%     |              |        | 16/17 : Data Only  |  |  |  |
| BS.CS.20 | Rate per 1,000 of Midlothian Looked<br>After Children AT HOME in comparison<br>with the Scottish average                       |                  | 2.1        | 2.2        | 3.5        | 3.7     |              |        | <b>16/17:</b> Data Only<br>The Scottish average rate is 3.8  |  |  |  |
| BS.CS.21 | Rate per 1,000 of Midlothian Looked<br>After and Accommodated Children in<br>comparison with the Scottish average              |                  | 11.4       | 11.1       | 11.1       | 10.7    |              |        | <b>16/17:</b> Data Only<br>Scottish rate is 11.0   |  |  |  |
| BS.CS.23 | The number of looked after children<br>and young people placed outwith<br>Midlothian   | 55               | 55         | 56         | 54         | 51      |              |        | <b>16/17:</b> Data only.<br>The number of looked after children placed outwith<br>Midlothian at 31/03/2017 was 51, Q1 - 55, Q2 - 56, Q3 - 54 |  |  |  |
| BS.CS.24 | The number of looked after children<br>and young people placed in Residential<br>School outwith Midlothian                     | 12               | 10         | 10         | Data only  | 10      |              |        | <b>16/17:</b> Data only.   |  |  |  |

| PI Code      | Performance Indicator  | 2015/16 | Q1 2016/17     |       |       |        |        |        |   |
|--------------|--|---------|----------------|-------|-------|--------|--------|--------|---|
|              |  | Value   | Value          | Value | Value | Value  | Target | Status | Note  |
| BS.CS.25     | The percentage of care leavers in positive destinations.   | 76%     | N/A            | 80%   | N/A   | 76.92% | 95%    | •      | <b>16/17:</b> Off Target<br>Target has been brought into line with Midlothian positive<br>destination level. 10 out of 13 care leavers were in a positive<br>destination at the initial return.   |
| BS.CS.26     | Increase by 5% the number of young<br>people preparing to leave care/leaving<br>care who engage with Through Care<br>and After Care service  | 83%     | N/A            | 77%   | N/A   | 88%    | 88%    | 0      | <b>16/17:</b> Off target<br>We can currently only record those who have left care rather<br>than those preparing to leave care. 88% of those who "have"<br>left care in the past 6 months have been engaged with<br>Throughcare/Aftercare services. This equates to 28 of 32<br>young people. |
| BS.CS.27     | Early Years Collaborative Aim that by<br>the end of 2016 - 85% of all children<br>reviewed have reached all of the<br>expected development milestones at<br>their 27-30 month review | 85.7%   | N/A            | 85.7% | N/A   | 85.8%  | 85%    | 0      | <b>16/17:</b> Complete<br>The latest available information showed that in 2015-<br>16,85.8% of the children who received a 27-30 month Child<br>developmental review showed "No concerns across all<br>domains".  |
| BS.CS.28     | Establish baseline for take up of the 27-<br>30 month review of children's health<br>and development   | 85%     | N/A            | 85%   | N/A   | 84.6%  | 85%    |        | <b>16/17:</b> Off Target<br>The latest information (2015/16) shows that Midlothian is<br>below target.  |
| BS.CS.LPI.04 | Child Protection: % of Core Group meetings held within a 4 week period.  | New for | 85%            | 68%   | 96%   | 80%    | 100%   | •      | <b>16/17:</b> Off Target<br>Q1-85% Q2-68% Q3-96% Q4-69%<br>Midlothian are increasing their target to 8 weeks from 4 to<br>bring into line with Edinburgh and Lothian Child Protection<br>procedures.  |
| BS.CS.LPI.05 | Child Protection: % of Core Group<br>meetings held within 15 days for Initial<br>(cumulative)  | 16/17   | 82%            | 80%   | 71%   | 87%    | 100%   | •      | <b>16/17</b> : Off Target<br>Initial child protection core groups held within 15 days is at<br>the highest rate (87%) since recording began.  |
| CHN08a       | The Gross Cost of "Children Looked<br>After" in Residential Based Services per<br>Child per Week (LGBF)  | £2,951  | Annual Measure |       |       |        |        |        | Local Government Benchmarking Framework for 2016/17   |
| CHN08b       | The Gross Cost of "Children Looked<br>After" in a Community Setting per Child<br>per Week (LGBF)   | £319.83 | Annual Measure |       |       |        |        |        | will be published in January 2018.  |

| PI Code       | Performance Indicator   | 2015/16          | Q1 2016/17 | Q2 2016/17 | Q3 2016/17 | 2016/17 |              |        |  |  |  |  |
|---------------|---|------------------|------------|------------|------------|---------|--------------|--------|--|--|--|--|
|               |   | Value            | Value      | Value      | Value      | Value   | Target       | Status | Note   |  |  |  |
| M.G.CS.01.04f | Number of Children looked after at home   | New for<br>16/17 |            | 42         | 66         | 70      | Data<br>only |        | 16/17: Data Only   |  |  |  |
| M.G.CS.01.04g | Number of Children looked after away from home  |                  |            | 207        | 207        | 200     | Data<br>only |        | 16/17: Data Only   |  |  |  |
| M.G.CS.01.06a | Reduce the number of young people<br>referred to CAMHS by providing<br>alternative support. |                  |            | 266        | N/A        | 649     | 360          | •      | <b>16/17:</b> Off Target<br>The referrals to the Midlothian Out Patient and ADHD teams<br>have continued to increase from 306 April - Sept 16 to 383<br>Oct- March. Accepted referrals have also increased over the<br>time period despite the improved focus on consistent triage<br>within all the CAMHS outpatient teams. So the objective of<br>reducing the number of children and young people referred<br>has not been delivered. |  |  |  |

# Published Local Government Benchmarking Framework Children's Services



## Children's Services Category

| Code   | Title   | 2010/11   | 2011/12   | 2012/13   | 2013/14   | 2014/15   | 2015/16   | External Comparison   |  |
|--------|---|-----------|-----------|-----------|-----------|-----------|-----------|---|--|
|        |   | Value     | Value     | Value     | Value     | Value     | Value     |   |  |
| CHN08a | The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)   | £1,832.42 | £2,404.40 | £2,869.23 | £2,465.38 | £1,748.35 | £2,951.54 | 15/16 Rank 10 (Second Quartile)<br>14/15 Rank 1 (TOP Quartile)    |  |
| CHN08b | The Gross Cost of "Children Looked After" in a<br>Community Setting per Child per Week (LGBF)       | £258.00   | £319.00   | £271.00   | £251.01   | £313.99   | £319.83   | 15/16 Rank 21 (Third Quartile)<br>14/15 Rank 24 (Bottom Quartile) |  |
| CHN09i | Balance of Care for looked after children: % of children being looked after in the Community (LGBF) | 88.41%    | 87.32%    | 91%       | 92%       | 87%       | 90%       | 15/16 Rank 18 (Third Quartile)<br>14/15 Rank 20 (Third Quartile)  |  |