

## Progress in delivery of strategic outcomes

### Strategic Direction:

Children's Services has undergone significant transformation and the new service was implemented on the 1st April 2017. Staff were heavily involved in the transformation programme and involved in setting the vision and plans for the service. The vision is to improve families' lives by providing support at the earliest stage (early intervention and prevention). This will be achieved through having a workforce that is engaged, flexible and creative in its approach which is outcome focused with the emphasis on developing positive relationships with families and partner agencies.

### Progress update:

**Champions Group & Participation:** At the end of June a group of care experienced young people along with staff from children's services, Police Scotland and Education travelled to Skye to attend a Leadership Academy run by Columba 1400. The work undertaken by both the young people and professionals alike is highly intensive and introduces values led leadership which participants develop throughout the week through a series of experiential sessions which take place both at our leadership centres and also utilises the wonderful surrounding landscapes. As the week progresses the focus moves from the individual, to the group as a whole and then to the impact the participants can have individually and collectively when they return to their own communities. Further feedback from this event should be available in Q2.

We are about to embark on our annual survey to find out what all our care experienced young people think of our service and what suggestions they have to improve the service. The findings will be fed back via the GIRFEMC (Getting It Right For Every Midlothian Child) Board.

**Care Experienced Young People – Educational Attainment:** We have now received the Scottish Government report on the educational attainment of our Looked after children and young people. It highlights many issues that we already know; that children and young people who are in settled foster placements do better educationally than those who reside in a residential house or have many moves. More concerning was the poor attainment of those young people who are looked after at home. Therefore our focus for the coming year is to ensure that we robustly track and monitor all looked after children and young people's attendance and ensure that any issues are immediately addressed and solutions found that maintain them within education.

**Disability:** Following the publication of a recent study 'Experiences of Transitions to Adults Years and Adult Service (Alliance Scotland) which highlighted the difficulties carers and young people face at the time of transitioning from children's services into adult services, we have developed a working group that is looking at new policy and guidance. The findings from this study of which there were 9 key recommendations highlight the need for improvement in the information available to families, further training and cross-training across children's and adults services in addition to other points around current structures, planning and resourcing within local authorities. Within our working group we shall consider the recommendations and identify what would work well within Midlothian.

**Child Protection:** In Q1 we have 56 children's names on the Child Protection Register which equates to 3.4% per 1,000 population of Midlothian children. The Scottish average is 3.0% therefore we are just above this figure.

**Looked After at home and away from home (LAC/LAAC):** Our looked after at home children and young people numbers have increased from 39 in Q1 last year to 79 in Q1 this year, this being a 103% increase. This relates to 4.2% rate per 1,000 children in Midlothian compared to the Scottish average of 3.8%.

From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

In June 2016 we had only 2 children between ages 0-2 looked after at home whilst in June 2017 we had 27 within this age range again further evidence of us identifying issues at a much earlier stage.

Looked after away from home children and young people are split into two categories those in external residential schools of which there are 14 young people, an 18% decrease from this time last year (17). For those young people in external foster care, in Q1 there are 30 a 21% decrease on last year's Q1 figure (38). This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

**Hawthorn's Children Centre:** Continues to provide high quality care for children.

**Residential Care:** Our 12 beds continue to be full and there are challenges around support for young people with severe mental health issues.

**Family Placement Team:** We continue to try and recruit local carers and prospective adopters for our Midlothian children and young people. The team offered training via their prep groups to 17 individuals and within Q1, 3 have gone to panel and been approved. However we also had 3 carers de-registered (1 resigned & 2 retired). Our aim to ensure that children are going through the care system with minimum delay continues to be a key priority and we look forward to staff from the Permanence and Care Excellence Programme (PACE) supporting us to improve practice in this area of work when they arrive in October.

### Emerging Challenges and Risks

**Budget:** The ongoing pressures around reducing budgets remains a challenge particularly in a service where there is often very little control over the request for an expensive resource such as a place in a secure unit. The need to balance the potential risk to a young person who is at risk as a result of being out of control due to their own behaviour or at risk from others always needs to take priority and cannot always be planned for. In addition if a Children's Panel or sheriff request a secure bed (at the cost of circa £4500 p/w) then we need to adhere to the legal order even if we do not necessarily agree with the decision. These types of decisions can have a significant impact on the children's services budget and are difficult to predict and plan for.

**Maternity Cover:** Within the service we have unprecedented high levels of maternity leave which is impacting upon our new service structure.

**Scottish Child Abuse Inquiry:** As a Local Authority we have had two Section 21 request from the Inquiry Team, which we have responded to. The challenge going forward is the potential impact this inquiry could have upon the local authority in relation to both the increased workload and the financial implications from any potential claims that may be made against us. We have an inquiry and claims team working on mapping out what shall be required in order to manage future claims requests.

**Summer School for children affected by disability:** In previous years Capability Scotland have run a summer play scheme within Saltersgate for children affected by disability. Last year Capability Scotland made us aware that they did not wish to re tender for this work going forward. Midlothian Council therefore made other agencies aware and put this out for tender. Unfortunately no other organisation wished to undertake this piece of work. Children's Services along with education staff managed to pull together activities over the Easter period for a limited amount of children. We had hoped to do the same for Summer but to include more children, however we were unable to recruit enough trained staff to do this and therefore we offered parents/carers alternative solutions. Going forward we need to explore alternative options with parents/carer groups to try and identify a long term and sustainable solution to this challenge.

### Suggested changes to priorities in Service Plan

**CS.S.01.03a** - Evidence of resource sharing - workers seconded to health visiting - **Removed** - indicator, relates to last year's practice, no secondments this year.

**CS.S.02.05b** - Number of YP issued with movement restriction Orders target - **Target changed** - was 0 now 2, movement restriction Orders can be an appropriate alternative to Secure and are being monitored closely by Children's service

**CS.S.02.07** - Ensure that all our commissioned services carry out annual reviews for service user feedback which is fed back to Midlothian Council Children's Services - **removed** - was used in last year's service review.

**CS.S.02.07a** - feedback from external services and stakeholders - **removed** - was used in last year's service review.

**BS.CS.16** - **split into 2 indicators** - **BS.CS.16a** The number of children living in kinship care and **BS.CS.16b** The number of children living in foster care

**BS.CS.22** - **removed** - information not available.

**BS.CS.27** - **removed** - not Children's service.

**BS.CS.28** - **removed** - not Children's service.

# Children's Services Performance Indicator summary

## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	4	4						
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	0.67	6	0		Q1 17/18: On Target		5	Number of complaints complete at Stage 1	0
									Number of working days for Stage 1 complaints to be Completed	0
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	11.5	15.67	18.75		Q1 17/18: On Target		20	Number of complaints complete at Stage 2	4
									Number of working days for Stage 2 complaints to be Completed	75
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	66.67 %	100%	100%		Q1 17/18: On Target		95%	Number of complaints complete at Stage 1	0
									Number of complaints at stage 1 responded to within 20 working days	0
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	85.71 %	100%	100%		Q1 17/18: On Target		95%	Number of complaints complete at Stage 2	4
									Number of complaints at stage 2 responded to within 20 working days	4

## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.431 m	£ 14.707 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	4.51	3.34		Q1 17/18: On Target		8.50	Number of days lost (cumulative)	448.84
									Average number of FTE in service (year to date)	134.33

### Corporate Health








Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	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 17/18: On Target		90%	Number of service & corporate priority actions	7
									Number of service & corporate priority actions on tgt/completed	7
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	95%	99%		Q1 17/18: On Target		95%	Number received (cumulative)	2,607
									Number paid within 30 days (cumulative)	2,582
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	100%	100%		Q1 17/18: On Target		90%	Number on tgt/ tgt achieved	3
									Number of PI's	3
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%		Q1 17/18: On Target		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

### Improving for the Future

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	100%	0%		Q1 17/18: Off Target Work is ongoing to finalise policies and processes for completion of the "Self Directed Support" audit actions. Meetings with Audit to look at amending actions and extending deadlines for completion have been scheduled.		90%	Number of on target actions	0
									Number of outstanding actions	4















# Children's Services Action report









## Service Priority Actions

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.02	01. Children and young people are supported to be Healthy, happy and reach their potential	Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target. Government legislation is being monitored and changes will be put into practice as and when new duties come into force.
CS.S.01.03		Increase opportunities to work in collaboration with partners, identify opportunities to work with voluntary agencies and local community groups, including resource- sharing and co-location	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target In September we are looking at staff from Hawthorn Children's Centre moving to work in Penicuik to support surestart staff to care for those children who have complex needs but reside in Penicuik area. This will prevent the children travelling to Hawthorn Children's Centre in Mayfield.
CS.S.02.03	02. All care experienced children and young people are being provided with quality services	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-2018		25%	<b>Q1 17/18:</b> On Target There are now regular fortnightly meetings happening and a recent trip to Skye with Columba 1400, attended by CEYP and staff from Children's service, Education and Police.
CS.S.02.05		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target We have and continue to utilise the Movement Restriction Order on some young people who remain on the cusp of secure care. Further analysis of this form of intervention will be carried out throughout the year.
CS.S.02.06		Improve opportunities for Care Exp Young People to feed back their experiences in foster care, Midlothian residential services & Kinship care	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target A questionnaire shall be going out this month (July) to gain the views of CEYP across Midlothian.
CS.S.03.04	03. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Educational outcome information for 16/17 School year will be available in Q2.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target This is an ongoing piece of work with Adult services, several meetings have taken place however work is at the very beginning of establishing a new policy.

# Children's Services Performance Indicator Report

## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18			Annual Target 2017/18	Benchmark	
			Value	Value	Value	Status	Short Trend			Note
CS.S.01.02a	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a named person service	100%	25%	25%			<b>Q1 17/18: On Target</b> The Named Person legislation rollout has been delayed until 2018, work will continue for implementation and take account of any changes to the legislation.	100%	
CS.S.02.03b	02. All care experienced children and young people are being provided with quality services	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	New for 17/18		25%			<b>Q1 17/18: On Target</b> Regular (Quarterly) updates on targets and progress are reported through the GIRFEC Board.	100%	
CS.S.02.03c		number of people attending young champions group meeting	100%		N/A			<b>Q1 17/18: Data not available</b> Information will be available in Q2.		
CS.S.02.05a		Number of young people in secure care over the year period	2	0	1			<b>Q1 17/18: Data Only</b> As at 30/06/17, there was 1 young person in secure.		
CS.S.02.05b		Number of YP issued with a Movement Restriction Order Target	New for 17/18		2			<b>Q1 17/18: On Target</b> 2 young people have been issued with a Movement Restriction	2	
CS.S.02.06a		Increase service user feedback	New for 17/18		N/A			<b>Q1 17/18: Data not available.</b> A Survey of all Care Experienced Young People is planned for Q2.		
CS.S.03.04a		03. Inequalities in learning outcomes have reduced	Average total tariff score for 16 year old Care Experienced Younger People	167	N/A	N/A			<b>Q1 17/18: Data Only</b> Information not available this quarter. Data will be available in the Q2 release of Insight data.	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18			Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend		
CS.S.03.04b	03. Inequalities in learning outcomes have reduced	Number of CEYP continuing into 5th & 6th year.	17	N/A	N/A			<b>Q1 17/18:</b> Data only Information for this indicator will be available in Q2.	
CS.S.03.04c		Number of CEYP are on part time timetables	New for 17/18		N/A				
CS.S.03.04d		Percentage of exclusion relate to CEYP over the school year – how many days?	New for 17/18		N/A				
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	New for 17/18		N/A			<b>Q1 17/18:</b> Data not available. We are currently building a report to monitor the use of external disability resources.	

## Published 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	
CHN08a	Corporate Indicator - 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) 14/15 Rank 1 (TOP Quartile)
CHN08b	Corporate Indicator - The Gross Cost of "Children Looked After" in a 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) 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) 14/15 Rank 20 (Third Quartile)