



Children's Services Service Plan 2019-20

Our vision is to improve families' lives by giving them the support they need, when they need it.



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1. Introduction

This document provides a clear picture of the Service's planned activities for the period 2019-20. It contains:

- **Service Overview:** This provides the reader with a basic understanding of the Service and its purpose.
- **Update on Children's Services.**
- **Future Development of the Service:** This section identifies the key challenges facing the Service and notes the areas for future development and improvement.
- **Service Priorities:** The information captured here is critical in terms of providing clarity of the priorities and outcomes being targeted by the Service and also identifying the focus of activities for the 2019/20 deliverables. Appropriate consideration of risks should also be carried out as part of the service planning activities.

The purpose of a service plan is to:

1. Clearly show the key tasks and challenges of the service. This provides direction and an overview of the service's plans to those within and out with the service.
2. Provide a basis for measuring and reporting on the progress of the service in achieving its priorities.
3. Provide an overarching plan which supports the link between individual staff performance and development plans, work plans, team plans and council and Community Planning priorities.
4. Within the Single Midlothian Plan the community planning partnership undertook an engagement process in October 2018 resulting in a continuation of the priorities detailed below.

The 3 identified priorities are:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

In response to the three priorities the Getting it Right for Every Midlothian Child Board identified the following outcomes below as priorities for 2019/20:

- Children in their early years and their families are being supported to be healthy, to learn and to be resilient
- All Midlothian children and young people are being offered access to timely and appropriate support
- Care experienced children and young people who are eligible for continuing care and aftercare are being provided with suitable accommodation and support with minimum moves.
- Children and young people who have severe and complex needs are supported to remain within Midlothian with their emotional, health and educational needs being met.
- Inequalities in learning outcomes are reduced.

2. Budget

Budget and resource pressures affecting the Service include:

Unavoidable cost pressures such as:

- The legislative requirement upon the Council to provide care placements/accommodation for our care experienced young people until the age of 21 as a consequence of the implementation of the Children & Young People's (Scotland) Act 2014.
- The potential of having increased numbers of young people being placed in secure care.
- Year on year pressures of children with severe and complex needs requiring specialist provision which cannot be provided within the UK which means Children's Services need to provide support locally.

Children's Services

SERVICE FUNCTION	Budget	
	2018/19 £	2019/20 £
Children's Services Management	381,312	395,528
Children's resources	6,631,041	6,844,583
Practice Teams	3,409,149	3,175,829
Early Intervention and Prevention Teams	1,459,149	1,490,538
MARG	3,391,337	4,032,946
NET EXPENDITURE	15,271,988	15,939,424
SUBJECTIVE ANALYSIS		
Employee Costs	5,634,333	5,742,357
Premises Costs	84,172	84,172
Transport Costs	291,705	296,563
Supplies and Services Costs	145,222	145,222
Third Party Payments	5,291,908	5,733,374
Transfer Payments	3,967,367	4,080,455
GROSS EXPENDITURE	15,414,707	16,082,142
INCOME	142,719	142,719
NET EXPENDITURE	15,271,988	15,939,424

3. Service Overview

The following should be read in conjunction with the Midlothian Single Plan; a high-level community planning document developed with our partners and progressed via the *Getting it Right For Every Midlothian Child Board*.

Children's Services implemented its new structure in April 2017 following an extensive review. The change of work location for all staff who are now based at Eskdail Court was a major transition for many however the open plan office space allows for more effective communication between teams. The new office space also lends itself to more productive interagency working with colleagues from external agencies being able to base themselves within the open plan office area. In February 2019 we also welcomed administrative staff into the building.

The service is modelled on a desire to achieve greater efficiency both in working practices and use of resources. Our service vision is to improve families' lives by giving them the support they need, when they need it. Our aspiration is to have a workforce that is flexible and creative in its working. By front loading the service with three large early intervention and preventative teams, we are able to evidence how this approach supports us to maintain stability within our child protection numbers and a continued reduction in the numbers of our children and young people who are looked after away from home. We continue to promote an outcome focused approach through person centred planning and working in multi-disciplinary teams with an emphasis on developing positive relationships.

See Children's Services structure in Appendix D.

Practice Teams

There are four Practice Teams consisting of social workers and children and family practitioners each reporting to a team leader. Two teams focus on working and supporting families with children under the age of 12 whilst the other two teams focus on supporting young people from 12 up to 26.

Both teams work with children and young people who are on compulsory supervision orders at home, or are looked after away from home, in foster care, kinship care, prospective adopters or within our own or an external residential house.

The 0-12 teams work mainly with young children who are at risk of being removed from their family or who have been removed and permanence planning is underway.

The 12+ teams work with young people spanning from 12 to 26. As a result of legislation from the Children & Young People (Scotland) Act 2014 the duty upon local authorities in relation to continuing care means that we are working with more young people than ever before who, if eligible are entitled to support until the age of 26. The young people aged 16-21 require a significant amount of support transitioning into adulthood particularly around issues to do with housing, employment and their own mental health.

0-12 Team:

- Phase 1 of the Permanence and Care Excellence Programme (PACE) ended on 31 October 2018
- Our stretch aim was to have referred 75% of under 12s to a Permanence Looked After and Accommodated Review (LAAC) by 7 ½ months. We achieved 80%.
- Of the 26 children who have been referred to a Permanence LAAC: 14 returned home and 12 are in the process of being secured via kinship/section 11 orders
- The above demonstrates genuine evidence of supporting children to live at home and when this is not possible, to then consider extended family
- The PACE programme has encouraged us to reflect on who how we work and test new ways of working. Tests of change have included: the introduction of a 2 week Review; permanence leaflet

for parents and early medical assessments

- The Permanence Overview Group (POG) meets on a 6 weekly basis. Whilst we have seen the number of children being referred to the Adoption and Permanence Panel significantly reduce, the POG provides a useful forum for Legal Services to provide updates on those cases that are in court.
- Phase 2 of the PACE programme was launched on 17 January 2019.
- Phase 2 will consider 4 points of a looked after child's journey through the looked after system

12+ Team:

- The 12+ Team are working hard with partner agencies to manage a volatile and unpredictable client group
- The numbers of children placed in secure care over the past years has reduced
- The numbers of children placed in out of authority placements continues to decrease
- The Offender Management Group sits every 4 weeks and is a useful forum for discussing young people who are offending
- We are at the early stages of developing a new approach to addressing homelessness with care experienced young people
- We are in the process of developing a Continuing Care Policy/Strategy

Early Intervention and Prevention Teams

Children's Services Early Intervention and Prevention Teams of which there are three, consists of Social Workers and Children & Family Practitioners reporting directly to a Team Leader. This will be the first point of contact for new referrals.

The Early Intervention and Prevention Teams undertake work where it is identified that short term involvement is most appropriate. The teams are involved with cases for around 12 weeks; however, the team will work closely with the practice teams to ensure the right support is provided based on what meets the needs of the child, young person and the family.

Early Engagement, underpinned by GIRFEC, should ensure that fewer children need to become looked after over the longer term. Supporting families to ensure that children have the best start in life and ensuring that families get the appropriate support at the right time can prevent difficulties arising or escalating. However, some families may still struggle and early engagement may mean earlier decisions are made to improve the situation for the child or young person sooner.

We endeavour to shift the frontline workforce from a focus on procedures and process towards evidence based support and help. We shall continue to ensure that interventions with vulnerable and chaotic families is thoughtful, measured and outcome focused.

The yearly rise on rise of referrals coming into the service is an area of concern and we are currently analysing this data so that we can plan how we are going to meet the future demands placed upon children's services as the local authority continues to grow at such a rapid pace over the coming years.

Early Intervention and Prevention Development Officers:

Within the structure we have two development officer posts for 0-12 and 12+. The role of the Early Intervention and Prevention Development Officers support the creation and implementation of a Midlothian Early Intervention and Prevention Strategy. The strategy provides an overarching framework that draws together early intervention and prevention, an initiative already embedded in operation across Midlothian, to further enable us to share good practice, and ensure a coherent and consistent approach that is based on evidence of what works.

These officers work in a multi-agency context with officers across the directorates, schools, integrated health and social care professionals, partners in the voluntary and community sectors and service users in the local communities. One of the main purposes of this role is to build capacity and resilience within communities and across services making best use of resources and delivering early and effective interventions.

Resources to Support Children and Young people in Midlothian

- Midlothian Residential Services:
- Woodburn Court House in Woodburn
- Ladybrae House in Gorebridge.
- Pentland Way House in Penicuik
- Family Placement Team (Adoption, Fostering and Kinship, Corporate Parenting)
- Hawthorn Family Learning Centre
- Independent Reviewing Officers (IRO's)

Midlothian Residential Services:

Midlothian Residential Service provides direct support to young people usually aged between 10-18 years, who are no longer able to live with their family. The service is required to provide a flexible approach to caring which is dependent on the needs of the young people we care for and the demands made upon the service as a whole. We are in the process of completing a Service re-design to better meet the needs of our young people and changes to our houses and staffing rationale will be implemented from the 1st April 2019. Our house at Ladybrae, Gorebridge is currently being renovated and will provide living accommodation for four young people. Our purpose built house at Woodburn Court will continue to provide accommodation for five young people.

Pentland Way is being altered to accommodate young people who have severe and complex needs to reside there. This new venture shall be staffed by the Barnardos Caern Project and will continue to support our ethos of ensuring that all children and young people reside where possible within their own community and within Midlothian.

As a result of the introduction of the Children & Young People (Scotland) Act 2014 legislation the Local Authority has a duty to provide care placements for eligible young people up to the age of 21 years. This is a challenge for us and we are currently looking at how best to support our young people who want to reside with us post 16 years of age. As a corporate parent the Local Authority and others have a duty to offer a service for all eligible young people. This has required a further commitment from our partner agencies such as Police Scotland, Health, Education and Children's Reporter in particular to devise a plan that advises Scottish Government how we are meeting this legal requirement.

Family Placement Team

The Family Placement Team sit beside the practice teams so that they can easily liaise with social workers who require a placement for a child or young person. The open plan office allows for instant dialogue once a worker becomes aware that a placement may be required. The Family Placement Team work closely with the 0-12 and 12+ team in identifying and supporting robust and swift decision making around long term planning for our very young children, whilst also providing appropriate services for young people who are unable to remain living at home. They also assess and support kinship carers, relatives of children who may provide care for their nephew, niece, grandchild etc.

The Team carries out the Council's work as a Registered Fostering Agency and a Registered Adoption Agency. It supports foster carers and kinship carers and has a marketing strategy which continually promotes the recruitment and retention of foster carers through the Skills to Foster scheme and a robust recruitment and training campaign. Supporting the learning and development needs of our foster carers

is always a key priority and we have worked hard on improving the programme of training available for 2019.

The Family Placement Team also recruits its own Adoptive parents. This service continues to develop but it does come with its own challenges when working in such a small local authority. Often it is not possible, nor appropriate to place a young child for adoption within the same local authority where their parents and extended family reside, therefore we continue to work with neighbouring local authorities and the Scottish Adoption Register so that we can find the most appropriate match for a child timeously and effectively.

Kinship Care is a further area of growth within the Family Placement Team. Scottish Government have committed to ensuring that kinship carers have greater parity with local authority foster carers in regard to not only payment of allowances but also access to training etc. Over the past year we have held several kinship events, have established a kinship strategy group and have updated our kinship policy to include additional payments at birthdays and Christmas. We have also had some very successful training events for kinship carers and foster carers together.

Corporate Parenting is a duty placed upon not only the local authority but other agencies involved with care experienced young people. Within Midlothian we have a dedicated Project Co-ordinator who works with care experienced young people and supports us to ensure that our Corporate Parenting Plan meets the agreed targets. Following a successful bid to Life Changes Trust we have ensured a commitment to embedding corporate parenting within the Local Authority across services and beyond. We have also recruited a Participation Assistant to support the Project Co-ordinator.

Hawthorn Family Learning Centre

Hawthorn Family Learning Centre is a day service offering early intervention and support to vulnerable children from 0 to 5 years of age and their families. The centre was inspected by the Care Inspectorate in November 2018 and graded an Excellent for Care and Support and Very Good for Environment. Hawthorn is a partnership centre working with Education to provide "Good to be 2" placements for eligible 2 year olds. The centre provides parenting support offering individual support within the centre and at the parents homes. Staff contribute to parenting assessments that are required through child protection or LAAC plans. Staff also support with supervised contact between parents and their children. Groups are run at the centre for parents/carers i.e. basic cooking, craft workshops, parent and child swimming. Other groups that take place are baby and 2's PEEPs, Bookbug, Talktime and Baby Massage. All of these groups are run to support the parent and carers to meet the needs of their children and to help develop parents/carer confidence to enable them to cope with their life challenges.

Hawthorn continues to work in partnership with Surestart and have been piloting a new venture since August 2017 whereby staff from Hawthorn work from the Surestart nursery in Penicuik. This allows families who would normally attend Hawthorn from Penicuik to attend a local provision. To date this has been a positive partnership project and we are considering how we roll this approach out in other areas.

Hawthorn is continuing to look at new ways to further develop the service to meet the needs of the families who attend and also to consider how we include the local community. Staff are offering planned family Play and Stay sessions in the early evening so that families can attend the session and also cook their tea with support from staff in the centre.

Play Midlothian are using the centre on the first Saturday of each month to offer families play sessions. Education Building Blocks groups are also running from the centre. Building Blocks is part of the Midlothian Autism Strategy. The group has two sessions based at Hawthorn every Wednesday where 6 children and their parents attend and seek support from a specialist ASN team which is made up of teaching and speech & language.

Independent Reviewing Officers (IRO):

As corporate parents, Midlothian Council has a duty to ensure that all the children and young people in our care have a care plan and that this is reviewed by an independent reviewing officer. The reviewing officer's role is to review each child's care plan and ensure that the plan is being progressed and that there is no delay. The IRO should always ensure that every child's wishes and views have been considered in the future planning. All relevant family members also have a voice within this process.

There are currently 4 Independent Reviewing Officers (IRO) in the service, equivalent to 3 FTE staff. Three of IROs cover reviews for Child Protection and Looked-After Away from home Children and young people (LAAC). A lot of work has gone into developing a new quality assurance framework, where the role of IROs and the processes and procedures for child protection and LAC/LAAC have been reworked to promote more transparency and streamlining.

There has also been collaboration with the Lead Child Protection Officer to audit plans for child protection and LAAC to ensure that the plans are SMART and to inform what are the training needs of staff in relation to SMART planning.

A focus for the coming year is to continue to ensure children and young people's views are heard, promoting the new Mind of My Own application, where views are given electronically, and the format is more child/young person friendly.

Other collaborative work will look at how we address problematic risk taking behaviour as well as considering child sexual exploitation and trafficking.

Independent Review Officer for Looked After at Home (LAC)

In June 2018 a fourth Reviewing Officer took up post as part of a one year acting position. This role was created in recognition of the significant increase in the number of children and young people who were Looked After at Home (LAC) - a cohort who are widely recognised as having some of the poorest outcomes. Figures had almost doubled over the previous 24 months and were above the National Average.

In September 2018 there were 83 children and young people Looked After at Home with formal reviews commencing in October 2018. This followed a 3 month period which sought to create, agree and develop a review process which was child centred and child friendly. Through direct consultation with young people, families and professionals it was agreed to prioritise those who were subject to orders less than 12 months in parallel with this all new LAC cases would immediately be subject to the proposed timescales. All new cases will have a 6 week, 6 month and pre hearing review within the first year of the order.

Children subject to orders longer than 12 months were brought into the review cycle at the first opportunity in line with their own timescales i.e. Children's Hearing dates. It is anticipated that this formal more robust reviews will help towards achieving better outcomes for children and their families and prevent 'drift or delay'.

LAC reviews have seen the introduction of a pre- hearing review which occurs within the 4 weeks before an annual Children's Hearing review. This has enabled multiagency agency participation in a formal meeting and agreement being reached in advance regarding social work recommendations and in some cases resulted in orders being terminated.

Initial reviews have been undertaken for the majority of all children and young people Looked After at Home. It is anticipated that by March 2019 every child will have had at least one review. 15 young people have ceased to be LAC since formal reviews started on 1 October 2018. At present there are

89 young people who are Looked After at Home. These figures continue to be above National Average however it may also correlate with a decrease in the number of children who are 'Looked After Away from home'. (LAAC). It is anticipated that through on going reviews, consultation and joint training with partner agencies that the trend will turn and numbers decrease. Ongoing analysis of the data is being explored to try and better understand the increase in numbers.

4. Activity Review Summary in 2018-19

Children's Services have shown solid and consistent improvement throughout 2018-19 and it is our intention to improve on this. Inspection Reports and performance data evidence that we are improving outcomes for the most vulnerable children and young people within Midlothian.

- Positive Midlothian Residential Service Inspection in July 2018.
- The Permanence and Care Excellence Programme (PACE) began on 1st November 2017 and completed in October 2018. Our stretch aim of 75% of under 12s who were accommodated had a permanence plan agreed by 7 ½ months was more than met with 80% of children having a permanence plan by 7.5 months .
- The completion of the workflow for the Childhood Abuse claims Team following the implementation of the Limitation (Childhood Abuse) Act 2017.
- Positive Inspection Report in November 2018 for Hawthorn Family Learning Centre.
- Another successful year for Safer Families with an increase in the number of referrals and the support they offered to prevent children being accommodated.
- The introduction of Safe and Together Programme. This is a child-centred approach derived from the concept that children are best served when we can work towards keeping them safe and together with their non-abusive parent.
- The introduction of an Independent Reviewing Officer for Looked After at Home children and young people – ensuring that the outcomes for this cohort of children improve.
- Maintained below Scottish average statistics for children Looked After away from home because evidence shows that children cared for closer to home have better outcomes.
- Relatively static numbers over the year of children's names on the Child Protection Register.
- Continuing to reduce the number of children and young people placed out-with Midlothian either in external foster or residential placements.
- The adaptation of a house in Woodburn to ensure two young people with severe and complex needs remain being educated and living within their local communities with family close by. This project is run by Action for Children.
- Securing funding from the Big Lottery Early Action Fund of £834k over 5 years to change our system so that children and young people have the best possible mental health support at the right time.

LAAC Statistics

In January 2019, the total number of LAAC have decreased to 138, from 182 as reported in January 2018. The table below shows the different categories of LAAC and associated numbers

	Jan 18	Feb 18	Mar 18	Apr 18	May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19
Mid Residential	10	10	10	10	8	9	8	9	12	9	10	10	10
Non Mid Res School	8	8	8	8	7	7	7	7	7	7	7	7	7
Non Mid Res Unit	9	8	7	6	6	6	5	4	5	5	5	5	5
Secure	3	2	2	2	2	1	1	1	1	2	1	1	1
Supported	1	3	2	2	2	2	3	2	2	2	2	2	2
Mid Foster Care	63	62	60	55	53	52	53	51	49	50	49	47	46
Non Mid FC	24	25	24	24	21	19	19	18	17	17	17	17	16
Kinship	64	60	66	63	57	57	55	54	53	56	53	53	51
Total	182	178	179	170	156	153	151	147	147	148	144	142	138
Rate per 1,000*	9.5	9.2	9.3	8.8	8.1	7.9	7.8	7.6	7.6	7.7	7.5	7.4	7.2
Scotland	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8

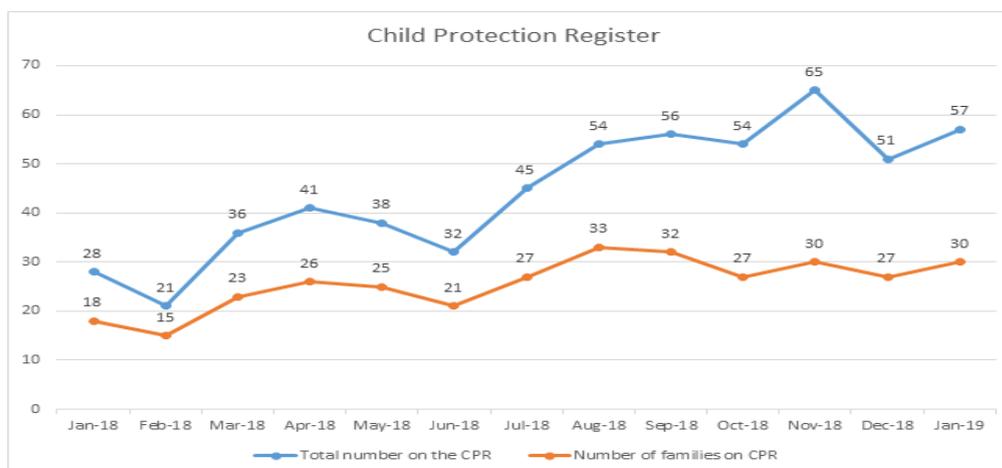
The decrease in overall LAAC numbers may be associated with the introduction of PACE programme, where decision making for permanence happen within 7.5 months, resulting in less drift and delay. However further analysis is required on this data.

Child Protection

This report will take brief cognisance of the findings from the stats, and highlight a number of themes. Part of an IRO's remit is to chair, Child Protection Case Conferences re (Pre-birth / Initial /Review). A further role includes quality assurance; where there is a requirement to monitor individual childcare planning and address any gaps or safeguarding issues. There is a further requirement to report on particular themes and patterns, including service gaps or proposals for developing service improvements.

A reminder as to the purpose of the Child Protection Process and Case Conference is:

- placing children's needs first;
- ensuring that children are listened to and they understand decisions which affect them;
- ensure that they get the co-ordinated help required for their well-being, health and development;



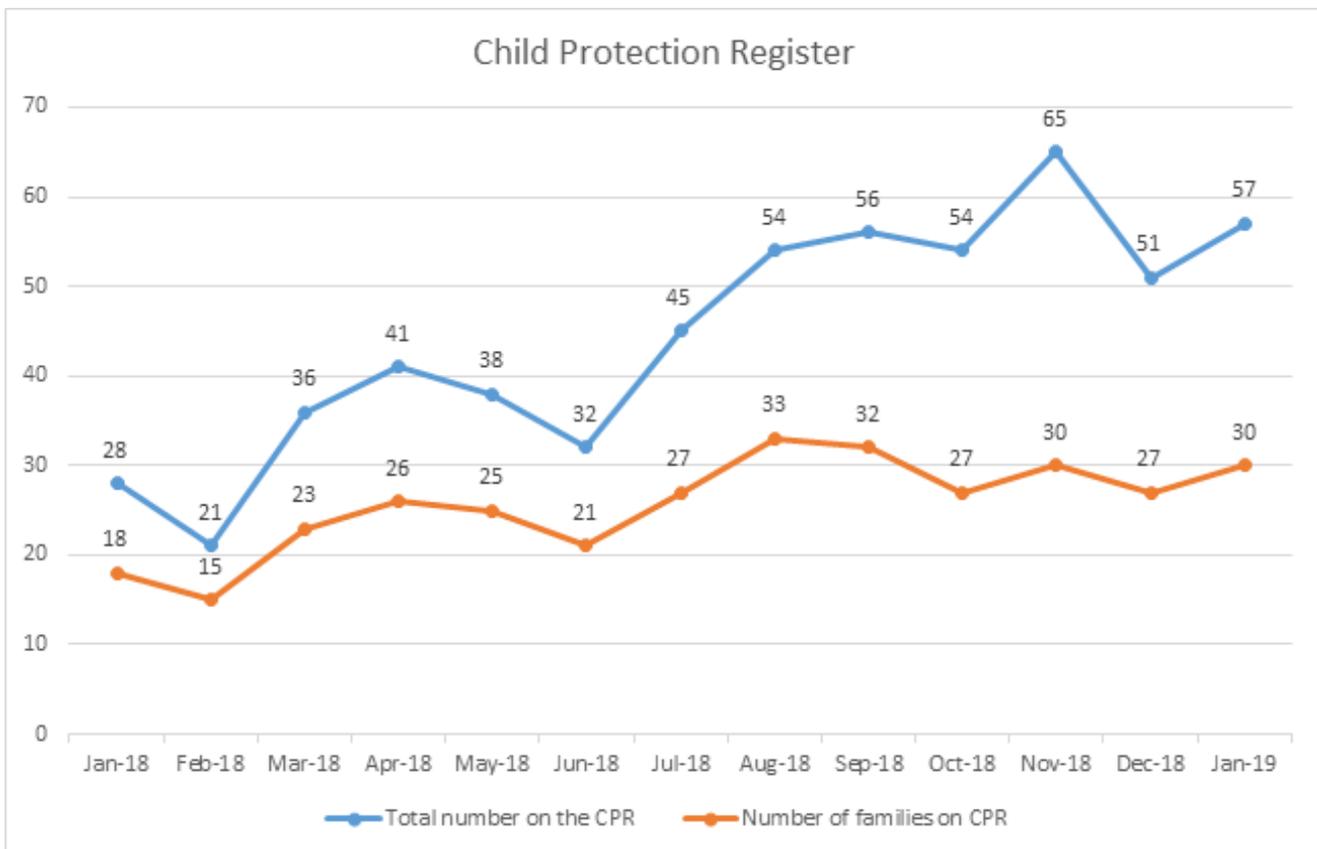
The number of children's names on the child protection register continues to show some peaks and troughs throughout the year. The stats reflect January 2018 to January 2019. The latter part of the year showed an increase in numbers with November 2018 reaching 65; this coincides with the increase in the number Inter-agency Referral Discussions (IRD's). The earlier months in the year re (January & February

2018) show a lower number on the CP register and since this period of time there has been a gradual increase. Thereafter the numbers are more stable per month. The cause of variation can constitute a number of factors such as:

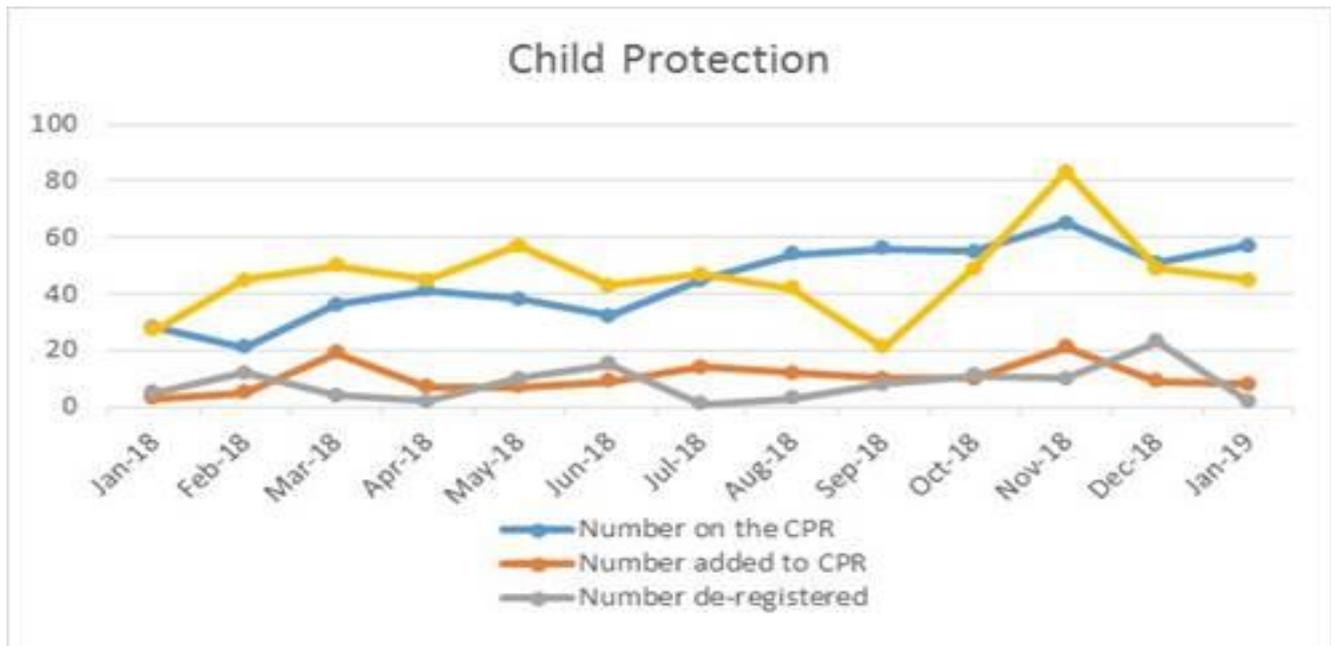
- Children from Larger Families
- Number of IRDs

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
Number on the CPR	28	21	36	41	38	32	45	54	56	55	65	51	57	
Number added to CPR	3	5	19	7	7	9	14	12	10	10	21	9	8	
Number de-registered	5	12	4	2	10	15	1	3	8	11	10	23	2	
Number of IRDs	27	45	50	45	57	43	47	42	21	49	83	49	45	
% IRDS to ICPC	11%	47%	22%	27%	32%	30%	32%	24%	38%	49%	19%	33%	24%	
Rate per 1,000*	1.7	1.3	2.2	2.5	2.2	1.9	1.9	3.1	3.3	3.1	3.8	3.0	3.3	
Scotland	3.0	3.0	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	

From January to July 2018, the numbers on the child protection register were lower than the national average.



All child protection referrals are reviewed by senior staff from health, social work and police on a fortnightly basis to ensure there is a degree of quality assurance in this high risk area of work. In addition the quarterly performance data gathered for child protection is scrutinized at the Performance and Quality Improvement sub group which reports into the Public Protection Committee. This group is chaired by the Head of Children’s Services in Midlothian and any themes and trends which are highlighted or require further analysis are given to the Lead Child Protection Officer who reports their findings to the Public Protection Committee. If there is an identified training need this work will be rolled out across both Midlothian and East Lothian to ensure we are maximising the learning across both local authorities.



Participation of Young People in Decision Making

Midlothian Champions Board

Over the past year, we were pleased to have completed our first round of small grant awards. We funded 12 applications which ranged from an apple mac for a care experienced design student, to craft equipment for siblings looked after at home.

In partnership with Who Cares? Scotland we delivered corporate parent awareness training (co-facilitated by young people) to social work staff, foster carers and other council members including our Chief Executive. This training continues to be well received and has now been completed by over 120 people.

We facilitated a group session to formulate questions that could be potentially chosen as part of the First Ministers Question Time (FMQT) Next Generation. We were particularly proud that one of our young people had her question chosen to ask directly to the First Minister at the FMQT in Glasgow. This was followed by a private visit to Midlothian by the first minister as part of her 1000 voices campaign to meet with our young champions personally which was a great recognition for our young people.

Another of our young champs was awarded a Midlothian Young People Award in the Caring and Volunteering category in recognition of his contribution to the Champions Board and his volunteering work with Street Soccer.

Our Champions Board put together a team which included 5 young people for the 2018 Kiltwalk. Despite several blisters and various sprains all 5 completed this walk and raised money for charity.

In response to comments made by young people regarding the bland appearance of the reception area of Midlothian's Children and Family Centre, we held an art competition for all care experienced young people to design a piece of art to be displayed in the building. We received 12 submissions from young people aged 3 to 23, all of which are now on display.

We successfully launched the Mind of Our Own communication app in April 2018. To date we have received 466 reports in total from young people with 92 young people having their own account and 117 workers having accounts. In recognition of our success, Mind of our Own app have made us their "flagship" Scottish local authority and have invited us to present at their forthcoming national conference.

Our plans for the coming year are to continue with our fortnightly groups and board events which take place 3 times per year. Following the success of a “mini champs” pilot, we are aiming to hold informal groups for young champions 4 times a year. In collaboration with our education colleagues we are planning to hold satellite “champs groups” within schools which will provide further opportunities for engagement and participation. Our intention is to develop this area further to create mentoring opportunities and have commissioned Columba 1400 to support us with this.

Team Around the Child 2018 (TATC)

TATC meetings have been in place since June 2017 and we have completed our second review. Children are referred to TATC from various sources looking for lower level support, including those from EI&P screening where the child does not meet the criteria for Social Worker intervention. Ages of Children referred vary between 0-12 however there are peaks in referral of under 1's and around 8-9 years old. The majority of referral come from schools however there has been an increase in referrals for other agencies including Health Visitors. Reasons for referral can be complex however the most significant increases have been in 'Child Behaviours and Anxiety' issues, linked to poor parental mental health and capacity. The meeting discussion allows for the decision to allocate to the most appropriate service for the family taking into account capacity issues and waiting times. In 2018 referral to Safe Family for Children and Hawthorn have seen the biggest increases in referrals overall.

The core group consists of staff from the following agencies: Children's 1st, School Nursing Teams, Midlothian Play Therapy Base, Midlothian Sure Start Centres, Safe Families for Children, Homelink Family Support, Early Years Support Teams representatives, Hawthorn Children & Families Centre. Wider partners who do not attend the meetings but who we can draw on to provide support to TATC include LLE, Police, Substance Misuse Services, Adult Services / Adult Mental Health supports, Housing and Homelessness, Tenancy Support, ASN and ASD Services within Health & Education, Community Safety Team, Midlothian Mediation Services, Storehouse / Foodbanks and other churches services.

Success of this Approach

Of the 185 children who were discussed in 2018 at the TATC meetings none were re-referred to TATC during this period and none were brought back for further C&F assessment due to the screening processes in place before referral to TATC.

Child Poverty & Foodbanks Provision



As part of the Child Poverty Strategy, the Early Intervention & Prevention Development Officer has been involved in the co-ordination and support of the supply of food to families in Midlothian by strengthen our links with the Churches including Dalkeith & Penicuik Storehouse and Penicuik North Kirk and working closely with Trussell Trust. In 2018 we co-ordinated the supply of food at school holiday periods at Easter, summer and Christmas as well as family food supplies throughout the year. In addition to food, many families received Christmas gifts via Mission Christmas as well as other supports including School Uniforms, camp funding and other items.

In 2018 we supported the supply of holiday lunch packs for our most vulnerable children which equated to 41,118 meals over 3 main holiday periods. This is in addition to the supply 1578 normal food packs across Midlothian from January to October 2018 equating to a further 23,670 meals. If we were to put a conservative monetary figure on the food supplied across Midlothian, using toast club / school meals costs the churches have supplied food to the value of £ 136,054.80 *. We take this opportunity to thank our partners in the Churches for their support in 2018.

(*Excluding Trussell Trust figures)

Young Carers - Carer (Scotland) Act 2016

In introduction of the Carers (Scotland) Act 2016 brought significant changes to the way we identify and the supports offered to both Adult Carers and Young Carers in Midlothian. We have a duty of care to identify any Young Carers and have the powers to offer appropriate supports. My role within this legislations was to develop a more robust process of identification and assessment for Young Carers which are called Young Carer's Statements (YCS) and which include emergency contacts, action plans for support and inbuilt review processes. This work included the promotion of Young Carer Statements and training and development across Midlothian.



YCS are offered to any child or young person identified as a young carer to ensure their physical and emotional wellbeing is supported and to ensure those who do require supports are appropriate to their needs within the Integrated Models of Support. Previously schools had a process to identify young carers but without any other information so children & young people are now being assessed using the YCS to ensure awareness raising within education and other services, appropriate services are in put in place when required and an inbuilt review process had started. As a result of identifying Young Carers, the Early Intervention & Prevention Development Officer is also involved in screening and decision making processes with Adult Service and Vocal around Adult Carer Support Plans (ACSP) when the child(ren) are known to our service. This closer working relationship with Adult Services and VOCAL have helped improve communication and outcomes for Adult Carers as well as siblings or young carers.

5. Future Development of Services 2019-20

This plan outlines how the Service will work towards the achievement of its priorities. Midlothian's 3 new key priorities are to reduce inequalities in economic circumstances, health and education learning outcomes. Within Midlothian we also have three targeted communities where we have been asked by the CPP to direct resources in order to close the gap. Children's services is not locality based therefore we need to ensure that sufficient resources are within the three targeted areas (Woodburn, Gorebridge and Mayfield) in order to try and reduce inequalities. In addition to this we shall also be looking at the following areas of work:

- Continuing to work in partnership with Education Services
- Continue to promote the role of the Corporate Parent and offer ongoing support to our care experienced young people via the Champions Board.
- Scottish Abuse Inquiry Team and Claims Team
- Continue to improve transitions between education, children's services and adult services for our young people with severe and complex needs.
- PACE – January 2019
- Children's Services have committed resources to support the Midlothian Early Action Project (MEAP), which is a five-year project that commenced in January 2019. This project is about changing our system so that children, young people and young adults get the best possible mental health support and have the resilience to deal with life's challenges. Our ambition is to have a responsive, effective and evidence-based system that supports positive mental health and wellbeing, improves the quality of life among children and young people who experience mental health problems and promotes positive change through using the knowledge, skills and experience of individuals and communities. Making good use of what we know already, the funding will be used to:
 1. Complete the 'system picture', leading to a better understanding of gaps, demand and quality of our mental health system and provide evidence for change;
 2. Re-design our system, through engagement and co-production with children, young people and those who support them; and to
 3. Undertake small scale 'test and learn' pilots, increasing the evidence of what works and what can be sustained.
- PREVENT agenda – ensuring that appropriate awareness training is offered to all staff across the council.

a) Child Protection

Over the past year Midlothian has implemented the Safe and Together approach in relation to the management of domestic abuse cases. This is a child centred approach derived from the concept that children are best served when we can work towards keeping them safe and together with the non-offending parent. The model provides a framework for partnering with domestic abuse survivors and intervening with domestic abuse perpetrators using a motivational approach. As part of the model, Midlothian have developed the Families First service which is a non-court mandated perpetrator programme that will work with perpetrators to recognise and change their behaviours. The implementation of Safe and Together is in its pilot phase and will be subject to evaluation moving forward. We are committed to training Children and Families staff in this approach. To date we have trained 19 staff in the model, have two further training programmes planned for the remainder of the year and continue to provide development sessions for all staff.

b) Self-Directed Support

Over the past year staff consultations have been popular, staff have regularly booked in consultation times where they take individual cases to discuss with the SDS Practice worker to ensure creative, cost effective, sustainable packages of care are considered to meet requirements. This has created improved equity across the service. Creativity is key considering Midlothian is the fastest growing Local Authority in Scotland which equates to more families moving into the area and an increasing need for resources, within current budget restraints.

Promotion of our outcome focused assessment within permanence has been an achievement over the past year. Given the success of two pilot cases this piece of work is now being rolled out across all permanence cases. This assessment incorporates the Form E, meaning less paper work and more spent with children and their families to achieve the best results. This now means that we have achieved the aim we set out in 2017 – which was that all children regardless of circumstance a consistent approach.

The introduction of the Personal Assistant Scheme was a new initiative rolled out in 2017. As a result of staff vacancies due to maternity this initiative requires to be reinvigorated. A survey monkey has been sent to all PA's on the scheme and to all staff to identify areas of improvement and following data analysis there is a planned relaunch for late 2019. This Scheme aims to ensure equal opportunities for all children in Midlothian.

An Early Intervention and Prevention “Budget Band” has been created to ensure we can support families at an early stage with a small budget with the hope that an early intervention will prevent a crisis situation in the future. We are in the process of meeting with each individual family to discuss more creative, effective and appropriate services to meet their needs. This has seen children and their families having much greater choice and control over their supports and ensures they receive the right service at the right time. Data will be available in April 2019 to look at financial comparisons

Joint Work with Vocal has recently began to ensure we meet our legal requirement and our desire to support Adult carers. We refer a number of families where we identify an adult carer to Vocal who are undertaking the Adult Carer Support Plan on our behalf.

Future plans are to develop further training for all staff and appoint SDS Champions in all areas of our service to improve consistency. We will also be revisiting the policies and procedures that underpins our work and update in line with developments and learning. A key area of this is reviewing the Budget Calculator and how this is communicated to families to ensure transparency.

c) Integrated Children's Services Plan

The Integrated Children's Services Plan aligns itself with the medium term priorities within the Single Midlothian Plan.

d) Residential services improvement programme

Residential Services have undergone another successful Care Inspectorate Inspection in 2018, and are aware of the need for continuous improvement and the needs of new legislation and the continued demands placed upon this service. A redesign of the service has been undertaken and we are about to recruit more senior children services practitioners to support the staff group and to ensure there is a senior member of staff around at all times. A change to the rota will be rolled out in April 2019.

e) Early Intervention and Preventative Work

Young people engaging in antisocial and offending behaviour.

Over the last 2 years Early Intervention and Development Officer 12 plus post, has begun to look at strengthening existing supports and developing new ways of working with young people engaging in anti-social and offending behaviours. In line with Whole Systems Approach (WSA) Midlothian has an Early and Effective Intervention (EEI) process which involves all police reports of non-allocated cases being screened by a multi-agency group and collective decisions made about appropriate disposals for the offences accrued by the young people. We have developed a range of disposals and effective diversions, this may include:

- Allocation to C&F practitioner for further assessment and a short piece of offending related work,
- Diversion to education to be discussed at the school wellbeing meeting,
- Diversion to MYPAS to the drug and alcohol programs or for counselling,
- Diversion to LLE for a member of staff to support the young person in terms of employment and next steps.
- Use of Government Whole Systems Approach funding for Y2K new 180 programme.

Over the next 2 years the Scottish Government is providing every local authority with £25k per year, so £50k in total to advance WSA. Midlothian has agreed to support the Y2K 180 project with £12k each year to be able to continue with this service and develop it more, perhaps with the use of peer mentors who have been involved in the criminal justice system themselves, and come out the other end. Additionally we are going to using some of the funding to train staff in Solution Focused Brief therapy and Cognitive Behaviour Therapy (CBT).

We have also set up and maintained the Youth Justice Development Group, with representation from education, police, C&F, Community justice and LLE to look to try to recognise themes and patterns and respond to these. More recently we have been offered a peer mentor from the charity Aid & Abet to pilot a mentor working with one of our young people, who is at risk of going to secure. Current work is underway on developing a youth justice strategy for Midlothian. It is hoped this will be completed by April 2019.

6. Service Priorities

The following tables contain key service priorities, actions and indicators for 2019-20.

Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2019-20

Appendix B: Equalities Impact Assessment

APPENDIX A: Single Midlothian Plan priorities 2019-20	
Midlothian Community Planning Partnership Board agreed that all partners will focus for 19-20 on how they can contribute to:-	
1	Reducing inequalities in the health of our population
2	Reducing inequalities in the outcomes of learning in our population
3	Reducing inequalities in the economic circumstances of our population
Each Thematic group has identified their 3 year priorities which link to the 3 agreed priorities stated above.	
ADULT HEALTH AND CARE (AHC)	
1	People are able to look after and improve their own health and wellbeing and live in good health for longer
2	People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes
3	Health and Social Care have contributed to reducing health inequalities
4	Unpaid carers are supported to look after their own health and wellbeing
COMMUNITY SAFETY (CS)	
1	Fewer people are victims of crime, abuse or harm
2	People feel safe in their neighbourhoods and homes
3	Our communities take a positive role in shaping their future
GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD (GIRFEMC)	
1	Children in their early years and their families are being supported to be healthy, to learn and to be resilient
2	All Midlothian children and young people are being offered access to timely and appropriate support.
3	Inequalities in learning outcomes have reduced
4	Children and young people who have severe and complex needs are supported to remain within Midlothian with their emotional, health and educational needs being met.
5	Care experienced children and young people who are eligible for continuing care and aftercare are being provided with suitable accommodation and support with minimum moves.

IMPROVING OPPORTUNITIES MIDLOTHIAN (IOM)	
1	Poverty Levels in Midlothian overall are below the Scottish average
2	Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
3	There is a reduction in inequality in health outcomes
4	Citizens are engaged with service development and delivery
SUSTAINABLE GROWTH (SG)	
1	New jobs and businesses are located in Midlothian
2	Midlothian's economic growth rate consistently outperforms the Scottish average
3	Midlothian is an attractive place to live, work and invest in
4	The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased
5	Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity
8	More social housing has been provided taking account of local demand
9	Homelessness has reduced, and people threatened with homelessness can access advice and support services

APPENDIX B: Children's Services Service Plan 2019-20

Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Managed by
GIRFEMC - All care experienced children and young people are being provided with quality services						
To ensure that we communicate the role as corporate parents to CPP, Councillors and partners.	31/03/20	Provide corporate parenting training events	4	To be established	New Measure	Children's Services J Brown
	31/03/20	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	TBC	Q4 18/19		Children's Services J Foley
Implement alternative care arrangements for those young people who are at risk of secure care	31/03/20	Monitor the number of Young People issued with a Movement Restriction Order Target	TBC	Q4 18/19		Children's Services
	31/03/20	Monitor the number of young people in secure care over the year	TBC	Q4 18/19		Perf. Team
GIRFEMC - Inequalities in learning outcomes have reduced						
Improve educational outcomes of our looked after children (LAC/LAAC & Kinship) through joint work with Education	31/03/20	Average tariff score each Care Experienced Young Person (CEYP) gains	TBC	Q4 18/19		Perf. Team
	31/03/20	Measure number of CEYP continuing into 5 th & 6 th year	TBC	Q4 18/19		Children's Services
	31/03/20	Reduce the number of CEYP on part time timetables	TBC	Q4 18/19		Children's Services
	31/03/20	CEYP exclusion rate (per 1,000) over the school year	TBC	Q4 18/19		Children's Services
Develop a strategy that supports care experience young people into further education and independent living.	31/03/20	Reduction of care experienced young people going into homeless accommodation	TBC	Q4 18/19		Children's Services
	31/03/20	Measure the increase in number of care experienced young people going to college/university/employment	TBC	Q4 18/19		Children's Services

Actions	Due	Performance Indicator	Target	Baseline	Previous	Managed by
GIRFEMC - Children and young people are supported to be Healthy, happy and reach their potential						
Improve early intervention actions for Children & Yong people accessing support for Mental Health issues	31/03/20	Working in partnership increase participation of children, young people, parents/carers and families in Mental Health programme developed in Midlothian.	TBC	To be established	New Measure	Children's Services
Working in partnership increase early intervention activities for Children 0-11	31/03/20	Increase the numbers of Children discussed at TATC (Team Around The Child) meetings.	TBC	Q4 18/19		Children's Services
	31/03/20	Sure Start and Hawthorn Family Learning Centre – develop another pilot in another area.	TBC	Q4 18/19		Children's Services
Service Priority Only (not included in the SMP) Disability:						
Establish a transition policy for children and young people who have severe and complex needs	31/03/20	Reduction in usage of external resources on an unplanned basis	TBC	Q4 18/19		Children's Services
		Finalise policy to be delivered to CMT	TBC	Q4 18/19		

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



Integrated Impact Assessment Form Promoting Equality, Human Rights and Sustainability

Title of Policy/ Proposal	Children's Service Plan 2019-20
Completion Date	5 th March, 2019
Completed by	Joan Tranent
Lead officer	Matthew Dunn

Type of Initiative:

- | | | | |
|-----------------|-------------------------------------|--------------------|-------------------------------------|
| Policy/Strategy | <input type="checkbox"/> | New or Proposed | <input type="checkbox"/> |
| Programme/Plan | <input checked="" type="checkbox"/> | Changing/Updated | <input checked="" type="checkbox"/> |
| Project | <input type="checkbox"/> | Review or existing | <input type="checkbox"/> |
| Service | <input type="checkbox"/> | | |
| Function | <input type="checkbox"/> | | |
| Other | Statement of Intent..... | | |

1. Briefly describe the policy/proposal you are assessing.

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

The purpose of the Service Plan is to show the tasks and challenges for the service. This will provide direction to employees and an overview of the service's work plan to those within and out with the service. The plan will also show the link between individual staff performance and the Single Midlothian Plan, and team plans

2. What will change as a result of this policy?

As the service plan aligns with the Single Midlothian Plan 2019-22 there are no

marked changes in direction from the service plan implemented in 2018-19, however changes in priorities and targets have been implemented.

3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy/ proposal has consequences for or affects people	Yes
The policy/proposal has potential to make a significant impact on equality	No
The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	No
The policy/proposal is likely to have a significant environmental impact	No
Low Relevance	
The policy/proposal has little relevance to equality	No
The policy/proposal has negligible impact on the economy	No
The policy/proposal has no/ minimal impact on the environment	Yes
If you have identified low relevance please give a brief description of your reasoning here and send it to your Head of Service to record.	

If you have answered yes to high relevance above, please proceed to complete the Integrated Impact Assessment.

4. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	Information from the Single Midlothian Plan, Midlothian profile and internal records has been used to develop the plan.
Data on service uptake/access	Access to services, information from the review and Customer feedback have been taken into account.
Data on quality/outcomes	Service plan performance indicators
Research/literature evidence	Yes
Service user experience information	Annual survey and continued feedback through Champions group.
Consultation and involvement findings	As above
Good practice guidelines	PACE standards (Permanence and Care Excellence) as well as Statutory and other consultaion procedures.
Other (please specify)	None
Is any further information	None

required? How will you gather this?	
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5. How does the policy meet the different needs of and impact on groups in the community?

	Comments – positive/ negative impact
<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership 	<p>Children’s Services deliver a range of services to all groups and make no differentiation. The Service often works with the most disadvantaged members of the public and through early intervention and prevention endeavours to provide positive impacts at all stages.</p> <p>The work of Children’s Service will make a positive impact on all groups with particular emphasis on those with a disability, those who are deemed to be at risk of abuse from either their parent or partner, those in poverty or at risk of poverty, looked after and looked after and accommodated children and young people and care experienced care leavers. Children, young people and their families on the Child Protection Register, children and young people at risk of exclusion, and those involved in Youth Justice etc.</p>
<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people 	<p>Children’s Services deliver a range of services to all groups and make no differentiation. The Service often works with the most disadvantaged members of the public and through early intervention and prevention endeavours to provide positive impacts at all stages.</p> <p>The work of Children’s Service will make a positive impact on all groups with particular emphasis on those with a disability, those</p>

<ul style="list-style-type: none"> • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services • People with low literacy/numeracy • Others e.g. veterans, students 	<p>who are deemed to be at risk of abuse from either their parent or partner, those in poverty or at risk of poverty, looked after and looked after and accommodated children and young people and care experienced care leavers. Children, young people and their families on the Child Protection Register, children and young people at risk of exclusion, and those involved in Youth Justice etc.</p>
<p>Geographical communities</p> <ul style="list-style-type: none"> • Rural/ semi rural communities • Urban Communities • Coastal communities 	<p>Children’s service deliver a mobile and wide ranging service to all areas of Midlothian.</p>

6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

The plan will also show the link between individual staff performance and the Single Midlothian Plan, and team plans.

7. Is any part of this policy/ service to be carried out wholly or partly by contractors?

If yes, how have you included equality and human rights considerations into the contract?

No

8. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

Information published by Midlothian Council can be provided on request in many of the Community languages e.g Cantonese, Punjabi, Urdu and also in large print, Braille, audiotape or BSL. For more information please contact the Equality, Diversity & Human Rights Officer on 0131 271 3658 or equalities@midlothian.gov.uk

9. Please consider how your policy will impact on each of the following?

Objectives	Comments
Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves	Children’s Services deliver a range of services to all groups and make no differentiation. The

access to and quality of services, status	Service often works with the most disadvantaged members of the public and through early intervention and prevention endeavours to provide positive impacts at all stages.
Promotes good relations within and between people with protected characteristics and tackles harassment	Children's Services deliver a range of services to all groups and make no differentiation. The Service often works with the most disadvantaged members of the public and through early intervention and prevention endeavours to provide positive impacts at all stages.
Promotes participation, inclusion, dignity and self control over decisions	We encourage feedback from Children and their families at all stages.
Builds family support networks, resilience and community capacity	We work with parents, carers, children and all other partners involved with a child to provide a holistic approach which builds resilience and support structures.
Reduces crime and fear of crime	Out multi-agency approach to youth crime and social disorder ensures Communities feel safe.
Promotes healthier lifestyles including <ul style="list-style-type: none"> • diet and nutrition, • sexual health, • substance misuse • Exercise and physical activity. • Lifeskills 	Working with Health and other partner agencies we work to ensure Children are aware of the importance of leading a healthier lifestyle and promote both physical and mental wellness.
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	n/a
Plan for future climate change	
Pollution: air/ water/ soil/ noise	
Protect coastal and inland waters	
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel /	

promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	<p>Children’s services ensure Families and young adults are maximising their income through working with the Welfare rights service and DWP. Helping Care Experienced Young People into positive destinations is a priority in the GIRFEC plan. We work with Education colleagues to ensure the best outcomes for our School leavers.</p> <p>n/a</p> <p>We work with Lifelong learning and Employability to help Care Experienced Young People access employment opportunities both paid and unpaid. Improving literacy and numeracy as well as other key Educational attainment is a priority in the GIRFEC plan. We are actively working with Education partners to safeguard the learning of Care Experienced Young People.</p> <p>n/a</p>
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	
Improving literacy and numeracy	
Improves working conditions, including equal pay	
Improves local employment opportunities	

10. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?

No

11. Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person
N/A				

12. Sign off by Head of Service/ NHS Project Lead

Name
Date

APPENDIX D: Children's Services Structure

