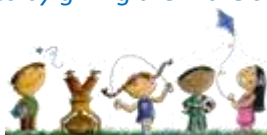




# Children's Services Service Plan 2018-19

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



Joan Tranent  
Head of Children's Services  
Midlothian Council  
Fairfield House  
8 Lothian Road  
Dalkeith  
EH22 3AA

## Contents

<b>1. Introduction.....</b>	<b>3</b>
<b>2. Overview of the Service.....</b>	<b>4</b>
<b>3. Activity Review in 2017-18 .....</b>	<b>8</b>
<b>4. Challenges 2017-18.....</b>	<b>8</b>
a) Budget and resource pressures affecting the Service include:.....	8
b) Legislation/National Policy changes .....	9
c) Management challenges.....	9
d) Changes in Service Delivery .....	10
e) Technology .....	11
f) Culture change: .....	11
g) New initiatives .....	11
<b>5. Consultations/ Engagement.....</b>	<b>12</b>
<b>6. Equalities.....</b>	<b>12</b>
<b>7. Sustainability .....</b>	<b>12</b>
<b>8. Future Development of Services .....</b>	<b>12</b>
a) Child Protection .....	13
b) Looked after and accommodated children and care leavers .....	13
c) Self-Directed Support.....	14
d) New Integrated Children's Services Plan .....	14
e) Participation .....	14
f) Residential services improvement programme .....	15
g) Early Intervention and Preventative Work .....	15
<b>9. Service Objectives .....</b>	<b>15</b>
<b>APPENDIX A: Single Midlothian Plan 3 year priorities 2016-19 .....</b>	<b>16</b>
<b>APPENDIX B: Children's Services Service Plan 2018-19 .....</b>	<b>18</b>
<b>APPENDIX C: Equality Impact Assessment .....</b>	<b>21</b>
<b>APPENDIX D: Children's Services Structure.....</b>	<b>27</b>

## 1. Introduction

This document provides a clear picture of the Service's planned activities for the period 2018-19. It contains:

- *Service Overview:* This provides the reader with a basic understanding of the Service and its purpose
- *Update on Children's Services service review – Implemented new structure 1<sup>st</sup> April 2017.*
- *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 2018/19 deliverables. Appropriate consideration of risks should also be carried out as part of the service planning activities.
- *Management Arrangements:* This section gives a high level view of the management arrangements in place for the Service such as structure and resources but also includes information on scrutiny activity and performance management.

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 a review and engagement process in 2015/16 resulting in changed priorities for the next three years until 2019/20. 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 2018/19:**

- 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 through the named person service -
- All care experienced children and young people are being provided with quality services
- Children and young people are supported to be healthy, happy and reach their potential
- Inequalities in learning outcomes have reduce

## 2. Overview of the Service

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 on 1<sup>st</sup> April 2017 following an extensive review. The change of locations from Dalkeith Social Work Centre to Eskdail Court has been a major transition for children and families teams. The new offices are open plan to allow and promote more dialogue between teams and interagency working, with partners from external agencies working within the new building. The structure 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. 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. Our approach will be outcome focused through our person centred planning and working in multi disciplinary teams with an emphasis on developing positive relationships.

Children's Services structure Appendix 1.

Further detail on the range of responsibilities carried out by each of these teams is provided below:

### **Early Intervention and Prevention Teams:**

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

The Early Intervention and Prevention Teams will undertake short-term intervention work where it is identified that short term involvement is most appropriate. The teams will only be 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.

### **Practice Teams 0-12 and 12+**

There are four Practice Teams in the new structure consisting of Social Workers and Children and Families Practitioners each reporting directly to a Team Leader. Two teams will primarily focus on supporting families with children under 12 years of age and the other two teams will focus on supporting young people from 12 years onwards, in particular during key stages of transition.

Whilst we have defined the teams as pre-birth to 12 and 12 up to 26, taking into consideration our duties under the Children & Young People (Scotland) Act 2014, we also recognise that our

families do not fit neatly into these categories. Therefore we shall adopt a flexible approach in how we allocate cases and respond to the needs of children, young people and their families.

The teams within this part of the service will work mainly with children and young people who are looked after at home, or in various care settings, including, foster care, kinship care and residential care. Children and young people will often be subject to compulsory measures or involved within the child protection system and the role of the social workers in these teams will be to fulfil the council's statutory role and obligations as a corporate parent. These teams shall also support children, young people and their families who have or are affected by disability.

The responsibility to work with all young people who are making the transition into adulthood will rest with the 12+ teams. Their work will include supporting the young person to move from a school based placement to either live independently or with appropriate support. This team shall work closely with education, life-long learning and adult health and social care services to ensure these transitions are proportionate and meet the ongoing needs of the young person.

### **Early Intervention and Prevention Development Officers:**

Within the structure we have developed two new posts. The role of the Early Intervention and Prevention Development Officers for 0-12 and 12+ shall support the creation and implementation of a Midlothian Early Intervention and Prevention Strategy. The strategy will provide 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 shall 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 :**

Midlothian Residential Services  
Family Placement Team (Adoption, Fostering and Kinship, Corporate Parenting)  
Hawthorn Family Learning Centre  
Reviewing Officers

### **Midlothian Residential Services**

Midlothian Residential Service comprises of two five bedroomed houses in Woodburn Court and Pentland Way. These are purpose build house which have been transformed from four bedrooms to five bedrooms in order to better meet the needs of our young people. Our third house at Ladybrae Road in Gorebridge has four bedrooms and whilst currently still being utilised by young people we are considering using this house for older young people 16/18+ in order to support them moving onto independent living. This is being considered by a working group and we shall consult with the young people as we progress the plans. The residential services provide direct support to young people usually aged between 10-18, 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.

As a result of the introduction of the Children & Young People (Scotland) Act 2014 legislation the Local Authority now 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 redesign

our service 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 our 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 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 our young people who are unable to remain living at home. They also assess and support kinship carers.

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.

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 so that we can 'share' our adopters cross the counties. Private fostering is also covered by the team.

Kinship Care is 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 fees but also access to training etc. Over the past year we have held several kinship events and developed an email box for kinship carers to contact us if they have any queries. We 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 is a day service, offering support to vulnerable children from 0 to 5 years old and their families. As well as being a partnership nursery with Education it also provides parenting support and assessments, group work for parents and assessment of contact arrangements. The focus of the service is for children who are looked after, on the child protection register or affected by disability. With the implementation of the early years agenda Hawthorn Family Learning Centre provide placements for those eligible 2 year olds who have been offered a nursery placement. Hawthorn Family Learning Centre also 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. The findings to date have evidenced that families attendance has increased and parents reporting they are happier that their children are not spending significant periods of time being transported to Mayfield. We shall

evaluate this piece of work around June 2018 and consider other areas where this approach may work well.

### **Independent Reviewing Officers:**

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 independently reviewed by a reviewing officer. The reviewing officer's role is to review each child's care plan and ensure that every child's current wishes and views have been considered in the future planning. All relevant family members also have a voice within this process.

In addition to these services provided directly by the Council, a range of services are also purchased through the Independent Sector; this includes agencies such as 'Who Cares? Scotland' who provide advocacy, advice and support to vulnerable Looked After and Accommodated Children. Children 1st who provide support to our young carers, and also work intensively for a short period of time with children and young people affected by parental substance misuse. Barnado's offer respite and support services to children and young people with additional support needs.

The service is supported by a range of teams within the Council including finance, legal services, contracts, planning, performance management, staff training and development and human resources.

### 3. Activity Review in 2017-18

Children's Services have shown solid and consistent improvement throughout 2017-18 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 October 2017.
  - The introduction of the Personal Assistant Scheme for both children and adults. This scheme supports families to employ their own support which will meet their individual needs.
  - The role out of all staff being trained in Motivational Interviewing skills, so as to promote a consistent approach to working with families across the entire service.
  - The successful employment of a Participation Assistant to support our care experienced young people.
  - The Permanence and Care Excellence Programme (PACE) began on 1st November 2017 and will continue until 31 October 2018. A stretch aim has been agreed upon and we shall be measured on how well we meet this target over the coming year. The Stretch aim is: 75% of under 12s who are accommodated will have a permanence LAAC by 7 ½ months.
  - Promotion of our outcome focused assessment within permanence. Given the success of two pilot cases this piece of work is now being rolled out across all permanence cases.
  - The implementation of a Childhood Abuse claims Team following the implementation of the Limitation (Childhood Abuse) Act 2017.
  - Hawthorn Family Learning Centre began a pilot in August 2017 with Surestart in Penicuik which sees two workers from Hawthorn working in the Surestart centre in Penicuik to prevent families travelling by bus to Mayfield. This has proven to increase children's attendance and they also report that they are happier attending a more localised centre.
  - Ongoing recruitment campaign to attract foster carers and prospective adopters.
  - Implementation of new structure and move to new premises where all children's services staff are in one building.
  - Implementation of a Mental Health sub group which involves young people.
- 
- Maintained below Scottish average statistics for children both Looked After at home and away from home.
  - Relatively static numbers over the year of children on the Child Protection Register.
  - Implemented the Children's Services Review and the move to new premises.
  - Continuing to reduce the number of children and young people placed out-with Midlothian either in external foster or residential placements.
  - Continued support to Safer Families in Midlothian to offer support for children aged 0-12 and their families at the earliest point of contact.
  - Scottish Abuse Inquiry Team has been set up and began working on a plan to take forward this piece of work.
  - 3 x workers seconded into health visitor service for a year to support our health visiting teams.
  - Ongoing campaign to recruit foster carers and prospective adopters.



#### **4. Challenges 2017 – 2018**

The strategic challenges over the past year have been:

- Midlothian is the fastest growing Local Authority in Scotland which equates to more families moving into the area and an increasing need of more resources.
- Continuing to try and reduce the number of children fostered and educated out-with Midlothian
- The impact of welfare reform on the children and families we work with in terms of reduced income and/or increased outgoings for some.
- Implementing the legislative changes required through the Children & Young People (Scotland) Act 2014 and the Social Care (Self-Directed Support) (Scotland) Act 2013.
- Budget constraints, ever reducing budgets with increasing demands upon services.
- Increasing number of referrals in relation to Mental Health issues.

**a) Budget and resource pressures affecting the Service include:**

Unavoidable cost pressures such as:

- The new legislative requirement upon the Council to provide care placements for looked after children until the age of 21 and other duties placed upon us from the Children & Young People's (Scotland) Act 2014.
- Increase in the number of young people being placed in secure care.
- Budget pressures – the financial landscape is continually changing with requests for a reduction in spend an ongoing issue.

# Education, Communities and Economy

## Childrens Services

<b>SERVICE FUNCTION</b>	<b>Budget</b>	
	<b>2017/18</b>	<b>2018/19</b>
	<b>£</b>	<b>£</b>
Children's Services Management	361,075	376,748
Children's resources	6,536,683	6,620,844
Practice Teams	3,170,331	3,400,455
Early Intervention and Prevention Teams	1,378,360	1,445,045
MARG	3,100,756	3,391,337
<b>NET EXPENDITURE</b>	<b>14,547,205</b>	<b>15,234,429</b>
<b>SUBJECTIVE ANALYSIS</b>		
Employee Costs	5,390,519	5,597,457
Premises Costs	81,223	82,820
Transport Costs	294,157	291,705
Supplies and Services Costs	145,891	145,891
Third Party Payments	4,811,113	5,291,908
Transfer Payments	3,967,021	3,967,367
<b>GROSS EXPENDITURE</b>	<b>14,689,924</b>	<b>15,377,148</b>
<b>INCOME</b>	<b>(142,719)</b>	<b>(142,719)</b>
<b>NET EXPENDITURE</b>	<b>14,547,205</b>	<b>15,234,429</b>

### b) Legislation/National Policy changes:

- Additional duties placed on the Local Authority in relation to the Children & Young People's (Scotland) Act 2014, Corporate Parenting Duties (April 2015) legislative single planning process (August 2016).
- Social Care (Self-Directed Support) (Scotland) Act 2013.
- Mental Health agenda for Children & Young People, increased waiting lists and referrals.
- GDPR

### c) Management challenges:

- Ensuring all staff are aware of the financial pressures and the need for creativity and change whilst also delivering a professional and efficient service and maintaining a high standard quality.
- Mental Health Service – ever increasing demand.
- GDPR – ensuring all staff undertake statutory training.
- To build a resilient and professional workforce.
- Lack of appropriate support and resources for children and young people affected by ASD.

#### **d) Changes in Service Delivery:**

The focus for Children's Services going forward is one of a commitment to change how we do our usual business ensuring that we offer a more efficient way of working by having multi disciplinary teams who focus on promoting a more relational style of working. We are fully committed to engaging with relevant partner agencies to promote Midlothian Council's ethos that all children, where possible are educated and cared for within Midlothian.

The ongoing pressures to reduce spend requires us to ensure that we continue to provide and promote the early intervention and preventative work to help us maintain a reduction in the number of complex and challenging cases that require more intrusive and costly forms of intervention. We are also ensuring that we are working more closely with our third sector partners to ensure there is no duplication of work and that we are clear about our roles and responsibilities. Research clearly tells us that intervening earlier with many families in order to prevent the problems they experience escalating reduces costs in the longer term. Intervening when there is a crisis incurs high costs not only in relation to budgets but also in relation to poorer outcomes for children and their families.

There are a number of cross cutting themes within Midlothian which Children's Services contribute to:

- PREVENT Agenda
- Welfare Reform Group
- GIRFEMC Board
- Changing Lives Overview Group
- Performance and Quality Assurance Sub Group
- Self Directed Support Programme Board
- Public Protection Committee
- Ongoing work with education in relation to educating young people with challenging behaviour and additional support needs.
- Scottish National Child Abuse Inquiry Team
- Transition Work with young people who have complex and challenging needs
- Transformational Change
- PACE Programme

There has been progress within the following partnerships:

- Children's Services partnerships with East Lothian Council; where possible and where there are clear benefits we continue to work in partnership.
- The Integrated Children's Services Plan is now complete and has clear outcomes which are agreed via the GIRFEMC Board
- We have a Public Protection Committee formed in April 2014 which covers all areas of public protection across East and Midlothian.
- Safer Families for Children
- Pilot between Surestart and Hawthorn Family Learning Centre

#### **e) Technology:**

- MOSAIC is the social work management information system.
- There are working groups looking at IT systems between health and social work that will allow for improved sharing of information processes.
- SEEMIS will be the tool used by all 32 Local Authorities for the implementation of the Named Person Service. Therefore training will be required for children's services staff for holiday periods and to initially screen referrals until such times that we are confident that our education colleagues are confident in the assessment and screening of this work. Our colleagues in Life Long Learning & Employability shall also require training so that they can offer support to those

aged 16-18 who are no longer in school but require/request support via the named person service.

- All children's services staff have a laptop so that they have the opportunity to undertake flexible and mobile working.

#### **f) Culture change:**

Over the past few years children's services have been on a journey that promotes all staff within the different areas of work within children's services to work as one service. As we are all now working from one building apart from Hawthorn and residential staff the aim going forward is that we all begin to work and think as one service recognising where there is cross over and supporting each other to make the best decisions for our children and young people with our own resources.

We shall endeavour to support children and their families to the best of our ability and to ensure that we are respectful and considerate at all times. The worker with the most positive relationship with the family shall be the key worker and will gain support from colleagues with expertise in other areas of work to support them. We continue to be committed to ensuring that all children and young people should be educated and cared for within Midlothian unless there are exceptional circumstances as to why this cannot happen.

#### **g) New initiatives:**

Hawthorn Family Learning centre is piloting a new initiative with Surestart in Penicuik. This partnership has proven to work well with increased attendance of those children who would normally be brought in by bus to Hawthorn Family Learning Centre. Families are happier that their children are being offered a service within their own local community.

Permanence in care excellence programme (PACE) this new venture is ambitious in trying to ensure that all children accommodated under the age of 12 over the next year have a permanence plan by seven and a half months. This plan could include returning home. The aim of the work is to ensure that we reduce drift in the planning of our most vulnerable children.

The implementation of the Scottish abuse claim team is a success in that we are creating letter templates and a flowchart around what we need to do should the council receive a claim following the implementation of the Limitation (Childhood Abuse) (Scotland) Act 2017 on the 4th October 2017. This new Act means survivors of child abuse no longer face the time-bar that requires personal injury actions for civil damages to be made within three years of the related incident.

We have embarked on a venture of partnership working with Safer Families for Children. This is voluntary organisation run by volunteers who offer support to families within Midlothian. This support can be befriending or short term hosting for children who require this should a parent be unwell or needs some respite. This is a 3 year partnership which Midlothian Children's Service have agreed to.

We are also working alongside adult health and social care around a more robust transition policy for our children and young people affected by disability and who have complex needs. A clearer pathway is required in order to support the young people and their families at what can be a difficult time when transitioning into adulthood.

We continue to have discussions with our colleagues in the voluntary sector to consider how we can work more closely together sharing resources and staffing to improve outcomes for our children and their families.

## **5. Consultations/ Engagement**

As the majority of the work undertaken in Children's Services is of a multi-agency nature, our partner agencies, staff and a limited number of service users have taken part in a series of self evaluation exercises which have contributed to this plan. Service priorities are derived from the Getting it Right for Every Midlothian Child (GIRFEMC) thematic priorities in the Single Midlothian Plan.

## **6. Equalities**

This service plan has been subject to an Equalities Impact Assessment (EQIA).

## **7. Sustainability**

The service acknowledges the role of its various functions in contributing to the achievement of sustainable development. The service will work through the Council's Climate Change & Sustainable Development group, using Corporate Management Team-agreed self-assessment procedures, to identify improvement actions/priorities for inclusion in the Council's 2013-18 Sustainability Action Plan.

## **8. Future Development of Services**

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. The new service is not locality based therefore we shall 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:

- Work 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.
- Review the staged intervention system with the creation of the Midlothian Early Intervention and Prevention Strategy.
- Scottish Abuse Inquiry Team
- Transition work for children and young people affected by disability
- PACE – Permanence Framework - October 2017
- Work with Health colleagues, young people and other relevant agencies to develop a robust mental health pathway that more appropriately supports the needs of the young people in Midlothian
- PREVENT agenda – ensuring that appropriate awareness training is offered to all staff across the council.
- Promote the implementation of the Personal Assistant Scheme and policy to support families who are entitled to Self Directed Support.

### **a) Child Protection**

We are at a stage where our child protection statistics have remained fairly static over the past year with little variation. The number is just above the Scottish average however all three agencies involved in child protection agree this is proportionate for Midlothian given the demographics. Whilst numbers themselves don't necessarily tell us the full story the ability to maintain some stability within this complex area of work is further evidence of the changing culture within Midlothian

Children's Services. We have moved from a risk adverse culture to one of permission for workers to better manage risk and consider proportionate and appropriate interventions whilst ensuring that they continue to promote collaborative and safe working with their partner agencies.

The Public Protection Office plays a key role in how we continue to improve practice within the child protection area of work. Staff regularly attend at the Public Protection Office and liaise with Police and Health and the Lead Officer for Child Protection to discuss new referrals and agree a way forward.

#### **b) Looked after and accommodated children and care leavers**

We are promoting our Corporate Parenting duties including developing a work experience and training programme for looked after children and care leavers. The now established Young Champions Group (previously KICK Group) meets quarterly with The Professionals Champions (previously known as Corporate Parenting Board) to discuss any ongoing issues and raise awareness of new concerns. This work is progressing and we now have governance of the Corporate Parenting Plan being reviewed at the GIRFEMC Board to promote a more streamlined overview.

The drive to ensure we have a sufficient number of carers who are experienced and committed to caring for our children and young people is ongoing. Dedicated staff have been appointed to deliver and take forward this important area of work. We have also implemented the Skills to Foster scheme to enhance retention of carers through training and will review the effectiveness of this.

In addition to this we have a dedicated small team who also support and work with kinship carers. We have now developed a training plan and have a Kinship Strategy Group who meet twice yearly with the Head of Service to review the progress on their plan.

Within the structure we have two full time equivalent independent reviewing officers who chair both Looked After and Accommodated Children's (LAAC) reviews and Child Protection Case Conferences. We have improved outcomes for our LAAC children and young people by making significant decisions around rehabilitation and our permanence planning is much swifter than in previous years. This piece of work has resulted in us joining the PACE programme.

#### **c) Self-Directed Support**

Children's Services have employed a new way of working with our service users with the introduction of self directed support on the 1<sup>st</sup> April 2014. This does not only affect children with disabilities but impacts upon our family support and social work services too. This approach requires all workers who are dealing with new referrals for support at all stages to have a discussion with the family around the 4 different options available to them. This then informs the outcome-focused assessment which could result in a family being allocated a sum of money to buy their own resource if eligible (based on the outcome of the assessment). Over the past year Children's services has embraced this new way of working and we now have a dedicated development worker who supports all staff to use the outcome focused assessment with all new cases. The introduction of the Personal Assistant Scheme has been a new initiative rolled out in 2017.

#### **d) New Integrated Children's Services Plan**

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

## **e) Participation**

Children's Services is committed to improving how we involve children, young people and their families in the development of the service. We have introduced working agreements with all new referrals so that both the service users and ourselves have a clear understanding and expectation of the next steps. The Champions Board has close links with the Young Champions group and they are represented at the Getting it Right for Every Midlothian Child Board. Through 2018-19 we will continue to work with our colleagues in Lifelong Learning and Employability, Who Cares Scotland and other relevant agencies to promote and engage with the development and implementation of the new participation strategy.

The anticipated outputs are:

- Future service and team plans based on what children, young people and their families are telling us.
- High quality information available to children and families
- Participation groups that are well supported by professionals and well attended by service users.
- Teams consulting service users on service improvement projects.
- Improved involvement in services users in day to day service delivery.

## **f) Residential services improvement programme**

Residential Services have undergone another successful Care Inspectorate Inspection in 2017, and are aware of the need for continuous improvement and the needs of new legislation and the continued demands placed upon this service.

## **g) Early Intervention and Preventative Work**

Over the past year we have continued to see an increase in the number of service users coming into our service, yet we have seen no increase in the numbers of children whose names are on the child protection register or in the number of children who are looked after. Therefore we can determine from these figures that we are intervening and working with families at an earlier stage and preventing cases escalating. Our focus therefore has to remain on early intervention and preventative work so that we support not only the families but our colleagues in education, health and our voluntary sector partners to manage lower level referrals with a proportionate response and level of intervention.

In 2018-19 our commitment going forward is to improve families' lives by giving them the support they need, when they need it in addition to this we aim to continue to give focus on the targeted areas whilst having regard to other priorities such as Child Poverty and ensuring that vulnerable children receive the best start in life to help reduce inequality in future years.

## **9. Service Objectives**

The following tables contain key service priorities, actions and indicators for 2018-19.

Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2016-19

Appendix B: Key service priorities, actions and indicators for 2018-19

Appendix C: Equalities Impact Assessment

## **APPENDIX A: Single Midlothian Plan 3 year priorities 2016-19**

**Midlothian Community Planning Partnership Board agreed that all partners will focus for the 3 years 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 through named person service |
| 3 | All care experienced children and young people are being provided with quality services  |
| 4 | Children and young people are supported to be healthy, happy and reach their potential   |
| 5 | Inequalities in learning outcomes have reduced   |

### **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  |



<b>SUSTAINABLE GROWTH (SG)</b>	
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 2018-19

Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Managed by
<b>GIRFEMC - All care experienced children and young people are being provided with quality services</b>						
Continue to promote active participation from our CEYP to promote the work of the champions board through mentoring/work experience and leadership work	31/03/19	Number of people attending young champions group meetings	data only	New Measure		Children's Services J Brown
	31/03/19	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	0			Children's Services J Foley
Implement alternative care arrangements for those young people who are at risk of secure care	31/03/19	number of Young People issued with a Movement Restriction Order Target	0		16/17 - 3	Children's Services
	31/03/19	Number of young people in secure care over the year	data only			Perf. Team
<b>GIRFEMC - Inequalities in learning outcomes have reduced</b>						
Improve educational outcomes of our looked after children (LAC/LAAC & Kinship)	31/03/19	Number of qualifications each 16 year Care Experienced Young Person (CEYP) gains	TBC			Perf. Team
	31/03/19	Number of CEYP continuing into 5 <sup>th</sup> & 6 <sup>th</sup> year	TBC			Children's Services
	31/03/19	Number of CEYP are on part time timetables	TBC			Children's Services
	31/03/19	Percentage of exclusion relate to CEYP over the school year – how many days?	TBC			Children's Services
Develop a strategy that supports care experience young people into further education and independent living.	31/03/19	Reduction of care experienced young people going into homeless accommodation				Children's Services
	31/03/19	Increase in number of care experienced young people going to college/university/employment				Children's Services

Actions	Due	Performance Indicator	Target	Baseline	Previous	Managed by
<b>GIRFEMC - Children and young people are supported to be Healthy, happy and reach their potential</b>						
Engage children, young people, parents/carers and families in genuine participation, together co-designing a better mental health support system.	31/03/19	Increased participation of children, young people, parents/carers and families	Evidence gathered through surveys, focus groups and participatory research involving young people, care givers and professionals	To be established	New Measure	Children's Services
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	31/03/19	Evidence of resource sharing with other agencies.	tbc	15/16 - 1	2	Children's Services
	31/03/19	Sure Start and Hawthorn Family Learning Centre – develop another pilot in another area.				Children's Services
<b>Service Priority Only (not included in the SMP) Disability:</b>						
Establish a transition policy for children and young people who have severe and complex needs	31/01/19	Reduction in usage of external resources on an unplanned basis	to be established from baseline	16/17 data baseline		Children's Services

# Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



# Integrated Impact Assessment Form

## Promoting Equality, Human Rights and Sustainability

<b>Title of Policy/ Proposal</b>	Children's Services Service Plan 2018-19
<b>Completion Date</b>	14 <sup>th</sup> March 2018
<b>Completed by</b>	Joan Tranent
<b>Lead officer</b>	Joan Tranent

### Type of Initiative:

Policy/Strategy ☐

Programme/Plan ☒

Project ☐

Service ☒

Function ☐

Other Statement of Intent.....

New or Proposed ☐

Changing/Updated ☒

Review or existing ☒

### 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?

The plan is focused on ensuring that children and their families are offered the support they need at the earliest point of contact. This in turn should reduce the number of stage 3 interventions.

The plan also has a commitment to ensure that where children require to live out with their families that future planning is undertaken timeously to prevent drift.

There is also a commitment to work with the voluntary sector and other agencies to ensure that between us we provides services that meets the needs of the children and families within out local communities.

### 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
<b>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.</b>	

**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	As the fastest growing local authority within Scotland the population of under 16's is expected to double within the next 15 years, this will lead to an increase in referrals, therefore a focus on early intervention and prevention is key as we move forward.
Data on service uptake/access	Statistics taken on a monthly basis evidence that visits to our new children and families centre have increased month on month.
Data on quality/outcomes	Quarterly reporting evidences that our staged 3 interventions are fairly static suggesting that we are intervening earlier and preventing crisis situations
Research/literature evidence	As a professional service research and literature evidence forms part of our own personal and professional development which in turn influences practice
Service user experience information	Service users have the opportunity to feedback their experience within the service and this is fed into an improvement plan

Consultation <b>and involvement</b> findings	<p>We have sought to engage with young people on a regular basis to look at how we can improve the service we offer</p> <p>We also engage with foster carers, kinship carers and voluntary agencies.</p>
Good practice guidelines	We have practice guidelines and procedures which we adhere to
Other (please specify)	
Is any further information required? How will you gather this?	

## 5. How does the policy meet the different needs of and impact on groups in the community?

	<b>Comments – positive/ negative impact</b>
<b>Equality Groups</b> <ul style="list-style-type: none"> <li>• Older people, people in the middle years</li> <li>• Young people and children</li> <li>• Women, men and transgender people (includes issues relating to pregnancy and maternity)</li> <li>• Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems)</li> <li>• Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers)</li> <li>• Refugees and asylum seekers</li> <li>• People with different religions or beliefs (includes people with no religion or belief)</li> <li>• Lesbian, gay, bisexual and heterosexual people</li> <li>• People who are unmarried, married or in a civil partnership</li> </ul>	<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 a 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.</p> <p>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.</p>

<b>Those vulnerable to falling into poverty</b> <ul style="list-style-type: none"> <li>• Unemployed</li> <li>• People on benefits</li> <li>• Single Parents and vulnerable families</li> <li>• Pensioners</li> <li>• Looked after children</li> <li>• Those leaving care settings (including children and young people and those with illness)</li> <li>• Homeless people</li> <li>• Carers (including young carers)</li> <li>• Those involved in the criminal justice system</li> <li>• Those living in the most deprived communities (bottom 20% SIMD areas)</li> <li>• People misusing services</li> <li>• People with low literacy/numeracy</li> <li>• Others e.g. veterans, students</li> </ul>	.
<b>Geographical communities</b> <ul style="list-style-type: none"> <li>• Rural/ semi rural communities</li> <li>• Urban Communities</li> <li>• Coastal communities</li> </ul>	The work undertaken by children's services covers both rural and urban communities, we are not locality based.

**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 eg Cantonese, Punjabi, Urdu and also in large print and Braille or audio tape or BSL. For more information please contact the Equality, Diversity and Human Rights Officer on 0131 271 3658 or

[equalities@midlothian.gov.uk](mailto:equalities@midlothian.gov.uk)



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

Objectives	Comments
<b>Equality and Human rights</b>	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	New located children and families centre which is within Dalkeith and accessible to all families including families affected by disability.
Promotes good relations within and between people with protected characteristics and tackles harassment	N/A
Promotes participation, inclusion, dignity and self control over decisions	The children and families teams are centrally located within a large town in Midlothian and is easily accessed.
Builds family support networks, resilience and community capacity	Has different rooms available for meetings or supervised contact to support families coming together in safe environment
Reduces crime and fear of crime	N/A
Promotes healthier lifestyles including <ul style="list-style-type: none"> <li>diet and nutrition,</li> <li>sexual health,</li> <li>substance misuse</li> <li>Exercise and physical activity.</li> <li>Lifeskills</li> </ul>	N/A
<b>Environmental</b>	
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 of transport	

Improves the physical environment e.g. housing quality, public and green space	
<b>Economic</b>	
Maximises income and /or reduces income inequality	We work with LLE and welfare reform team to ensure families have access to services that provide support and advice regarding financial matters and future employment.
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	Work with LLE to ensure families are aware of employment/further education opportunities
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

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

Name: Joan Tranent  
Head of Children's Services



Date: 14/3/18

**APPENDIX D: Children's Services Structure**

