


# Children's Services Performance Report Quarter Three 2017/18

Cabinet  
Tuesday 27 February 2018  
Item No 6.3  
Midlothian 

## Progress in delivery of strategic outcomes

### Strategic Direction

Following the Children's Services review we have concluded the recruitment of staff which will enable teams to begin to settle and consolidate. We are however experiencing high levels of maternity leave and this has and will continue to impact on service delivery.

Given the ongoing budget pressures, all parts of the service continue to be reviewed and creative solutions around how we can work more collaboratively with our partner agencies or across local authorities are ongoing areas of discussion.

### Vision

Our service provision is 'to improve families' lives by giving them the support they need when they need it'. We support children, young people and their families to manage a number of difficulties and traumas so that they can fulfil their potential and experience fulfilling and positive lives. We do this with a flexible outcome-focussed, person-centred planning approach that puts the needs of the children and young people at the heart of everything we do. The service is driven by a desire to achieve efficiency, both in working practices and use of resources.

### Progress update:

**Care Experienced Young People – Educational Attainment:** Children's Services and Education continue to work together to devise a more robust model to ensure care experienced young people remain in education and are afforded the best educational opportunities.

**Disability:** The working group relating to transitions continues to explore the recommendations from Scottish Government's recent study on how best to transition from Children's Services into Adult Services. With reference to the Playscheme provision, Vocal have now completed their engagement event with parents. We are awaiting their final report but initial findings suggest there is no one preferred option. The Head of Service is scheduled to meet with VOCAL (Voice of Carers Across Lothian) in early February to progress this matter.

Over the course of 2017, Children's Services have been working on a project that enabled two young men with complex needs to move into a local tenancy with specialist support provided by Action for Children. This approach allows the young people to remain within their local community; have regular contact with their families and attend their local school. This was a complex project and required collaboration between several council departments and external agencies.

**Child Protection:** At the end of Q3 Midlothian had 30 (1.8%) children on the child protection register which is below the National 3.0% average. The Lead Officer for Child Protection is in the process of undertaking evaluation in respect of integrated chronologies and SMART plans for children on the child protection register. The results of these evaluations will be considered and used to inform future training in both areas of practice.

**Training:** The East and Midlothian Public Protection Committee have recently committed to adopting the Safe and Together model of practice in relation to Domestic Abuse. The initial training on this approach will begin 22 January 2018.

The majority of Children's Services staff are now trained in motivational interviewing techniques. This approach should offer a consistency in how we engage with service users and enhance their skills to achieve more positive working relationships with those harder to reach families.

**Looked After at home and away from home (LAC/LAAC):** Our looked after at home children and young people numbers have decreased by 2 over Q3 to 72. This relates to 3.8 rate per 1,000 children in Midlothian which brings us in line with the Scottish average of 3.8.

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

Children and Young People Looked after away from home are divided into categories. In Q3 Midlothian currently had 180 children who are looked after and accommodated out with parental care. This is broken down to foster care – 64 (quarterly increase of 4), external foster care 28 (quarterly reduction of 2), kinship care – 60 (quarterly decrease of 2), Midlothian residential – 8 (quarterly decrease of 3), external residential 17 (quarterly decrease of 1) and secure accommodation 3 (quarterly increase of 2). All of these changes are below the National Averages. This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

**Hawthorn Family Learning Centre:** Staff from Hawthorn Family Learning Centre have been deployed to Penicuik Family Learning Centre (Sure Start Stepping Forward) to work in partnership with them to support the families from the Penicuik, Roslin, Bilston and Loanhead areas. The children aged 0-3 years who would have usually been transported to Hawthorn. Initial reports from staff and families are very positive. We are also developing our parent/carers learning groups with Mayfield Family Learning Centre. We are piloting 30 hours education for 3-5 year olds at Hawthorn but within this ensuring that the 3-5 year olds continue to remain in their local communities and attend their local nurseries with support or continue at either Family Learning Centre with education input. This Penicuik pilot will report back its findings in February 2018 to consider what works well and in what other areas can we replicate this model of working.

**Residential Care:** Residential Care has experienced a more settled quarter, the temporary closure of Woodburn Court has allowed the staffing teams in Pentland Way and Ladybrae to regroup and focus on building positive relationships and care planning for all our accommodated young people. Two new seniors were appointed in acting up positions which has positively changed the leadership team, enabling more effective support and supervision and boosting staff morale. Trauma based training including Effective Practice, Trauma across the Lifespan and Motivational Interviewing training has taken place with staff from both Residential Services and Children's Services, which increased knowledge and skill levels and provided the opportunity for more joined up working. The young person who required the high level of support at Ladybrae successfully transitioned to a local placement staffed by Action for Children before Christmas. This month we have supported the move of a young person from Residential School in Fife and he is now placed in Ladybrae. We are currently recruiting to replace staff who have left the service and this will allow us to reduce the need for locum staff and plan for the future needs of the service.

**Family Placement Team:** We are now 2 months into the PACE programme previously referred to in the Q2 report. 11 children under the age of 12 have been accommodated away from home since 1 November 2017 and as such, the care-planning and decision-making will be monitored by the PACE Champions Group.

An announced inspection took place in November 2017 in respect of Children's Service Fostering and Adoption Services using a six point grading scale where Grade 6-Excellent and Grade 1-Unsatisfactory. The Adoption report retains grade 4's for the two areas they inspected which relate to quality of care and support and management and leadership. The Fostering report drops one grade from a 4 to a 3 in respect of the care that we offer foster carers, not children. We retained a grade 4 for leadership and management within this area of the inspection. Both inspection reports highlighted concerns around staffing and the high turn-over of staff and the volume of work. This reflects the changes made as a result of the service review some staff choosing to go into different areas of work but in addition to this we had and continue to have very high levels of maternity leave. We are now fully staffed as of 3rd January 2018 and we are working on a development plan to ensure that all the new staff in this area of work are offered sufficient training and have manageable caseloads.

Whilst there is clearly areas to improve upon from this Inspection, there are equally areas where we continue to make progress and would like to offer reassurance that we continue to work hard at improving all aspects of children's services work.

### Emerging Challenges and Risks

**Budget:** The requests for expensive resources continue to place a number of pressures and demands on budgets. We currently have three young people in secure care with another two young people on step down from secure care programmes with the hope that they can return to Midlothian over the next three months. The cost of this resource is the same as secure care. We continue to explore innovative and cost reducing models locally. These solutions however are dependent on having the appropriate infrastructure in order to meet the young people's care and education needs locally.

**Scottish Child Abuse Inquiry:** As a Local Authority we have had three Section 21 request from the Scottish Child Abuse Inquiry Team, all of them have been completed.

# Children's Services PI summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	N/A	4	15	19		Q3 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.67	N/A	0	4	1.6		Q3 17/18: On Target		5	Number of complaints complete at Stage 1	5
											Number of working days for Stage 1 complaints to be Completed	8
	Average time in working days to respond to complaints at stage 2	11.5	14.26	18.75	13.23	15.64		Q3 17/18: On Target		20	Number of complaints complete at Stage 2	14
											Number of working days for Stage 2 complaints to be Completed	219
	Percentage of complaints at stage 1 complete within 5 working days	66.67 %	N/A	100%	100%	60%		Q3 17/18: Off Target 2 of 5 stage 1 complaints not completed in time due to complexity of cases and multi-agency nature of responses.		95%	Number of complaints complete at Stage 1	5
											Number of complaints at stage 1 responded to within 5 working days	3
	Percentage of complaints at stage 2 complete within 20 working days	85.71 %	N/A	100%	84.62 %	85.71 %		Q3 17/18: Off Target Complexity of complaints has meant timescales haven't been met in some instances.		95%	Number of complaints complete at Stage 2	14
											Number of complaints at stage 2 responded to within 20 working days	12



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£15.431m	£14.858m	£14.936m	£15.010m	£15.323m		Q3 17/18: Off Target Actions are in place to address overspend		£14.688m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	10.22	3.34	5.20	8.33		Q3 17/18: Off Target Target revised to match previous year. This is a priority area which as a service we are addressing to reduce our absence management statistics.		7.40	Number of days lost (cumulative)	1,163.27
											Average number of FTE in service (year to date)	139.62








## Corporate Health

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%	100%		Q3 17/18: On Target		90%	Number of service & corporate priority actions	7
											Number of service & corporate priority actions on tgt/completed	7
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	97%	99%	99%	99%		Q3 17/18: On Target		95%	Number received (cumulative)	8,125
											Number paid within 30 days (cumulative)	8,012
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	100%	100%	100%	100%		Q3 17/18: On Target		90%	Number on tgt/complete	4
											Total number of PI's	4
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 17/18: On Target No High Risks		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0













## Improving for the Future











Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	18.18 %	0%	0%	0%		Q3 17/18: Off Target Work is ongoing to finalise policies and processes for completion of the "Self Directed Support" audit actions. Meetings with Audit to look at amending actions and extending deadlines for completion have been scheduled.		90%	Number of internal/external audit actions on target or complete	0
											Number of internal/external audit actions in progress	3

# Children's Services Action report 2017/18

Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.02	01. Children and young people are supported to be Healthy, happy and reach their potential	Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Government legislation is being monitored and changes will be put into practice as and when new duties come into force.
CS.S.01.03		Increase opportunities to work in collaboration with partners, identify opportunities to work with voluntary agencies and local community groups, including resource- sharing and co-location	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Hawthorn Sure Start pilot in place.
CS.S.02.03	02. All care experienced children and young people are being provided with quality services	Continue to promote active participation from our care experienced young people and to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Survey circulated and continued. Champions fortnightly meetings. About to commission MOMO (Mind Of My Own) app.
CS.S.02.05		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target We continue to utilise all possible alternatives to secure care.
CS.S.02.06		Improve opportunities for Care Exp Young People to feed back their experiences in foster care, Midlothian residential services & Kinship care	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Questionnaires have been completed and analysis to be completed.
CS.S.03.04	03. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children.	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Information on Secondary attainment shows an increase in Tariff score for CEYP in 16/17. Analysis of Primary attainment will be carried out in Q4.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018		75%	<b>Q3 17/18:</b> On Target Draft policy in place. Working group established to take forward progress.

# Children's Services PI Report 2017/18

Service Priorities												
PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.01.02a	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a named person service	100%	75%	25%	50%	75%			<b>Q3 17/18:</b> On Target The Named Person legislation rollout has been delayed until 2018, work will continue for implementation and take account of any changes to the legislation.	100%	
CS.S.02.03b	02. All care experienced children and young people are being provided with quality services	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	N/A	N/A	25%	50%	75%			<b>Q3 17/18:</b> On Target Regular (Quarterly) updates on targets and progress are reported through the GIRFEC Board.	100%	
CS.S.02.03c		number of people attending young champions group meeting	100	N/A	N/A	5	5			<b>Q3 17/18:</b> Data only		
CS.S.02.05a		Number of young people in secure care over the year period	2	1	1	1	3			<b>Q3 17/18:</b> Data only		
CS.S.02.05b		Number of YP issued with a Movement Restriction Order Target	N/A	N/A	2	2	2			<b>Q3 17/18:</b> On Target There have been 2 children issued with Movement restriction orders this year.	2	
CS.S.02.06a		Increase service user feedback	N/A	N/A	N/A	N/A	75%			<b>Q3 17/18:</b> On Target Momo (Mind of my own) application being trialled in 2018 to allow users to feedback and give opinions on ongoing service. LAC/LAAC survey has been completed.	100%	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.03.04a	03. Inequalities in learning outcomes have reduced	Average total tariff score for 16 year old Care Experienced Younger People	167	N/A	N/A	169.4	N/A			<b>Q3 17/18:</b> Data not available Annual data published in Q2.		
CS.S.03.04b		Number of CEYP continuing into 5th & 6th year.	17	17	N/A	10	10			<b>Q3 17/18:</b> Data only The 17/18 School roll shows 9 CEYP in S5 and 1 in S6.		
CS.S.03.04c		Number of CEYP are on part time timetables	N/A	N/A	N/A	11	11			<b>Q3 17/18:</b> Data only The 17/18 School roll shows 11 CEYP students on a part time timetable.		
CS.S.03.04d		Percentage of exclusion relate to CEYP over the school year – how many days?	N/A	N/A	N/A	4.3%	6.2%			<b>Q3 17/18:</b> Data only Information from SEEMIS shows 6.2% of exclusion incidents in the 17/18 School year up to 31/12/2017 were CEYP.		
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	N/A	N/A	N/A	N/A	N/A			<b>Q3 17/18:</b> Data not available We are currently building a report to monitor the use of external disability resources.		

# Published Local Government Benchmarking Framework - Children's Services



Children's Services									
Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
CHN8a	Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.42	£2,404.40	£2,758.88	£2,465.38	£1,912.26	£2,951.54	Data to follow	15/16 Rank 10 (Second Quartile) 14/15 Rank 1 (TOP Quartile)
CHN8b	Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£256.05	£324.29	£270.30	£251.90	£313.99	£319.83		15/16 Rank 21 (Third Quartile) 14/15 Rank 23 (Bottom Quartile)
CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91.25%	91.91%	87.45%	90%		15/16 Rank 15 (Second Quartile) 14/15 Rank 20 (Third Quartile)
CHN22	Percentage of child protection re-registrations within 18 months			18%	14%	11%	14%	11%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 28 (Bottom Quartile).
CHN23	Percentage LAC with more than 1 placement in the last year (Aug-July)		23.51%	17.73%	20.29%	33.76%	22.01%	19.81%	16/17 Rank 11 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 28 (Bottom Quartile).