

# Children's Services Performance Report

## Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.3

Midlothian 

### Progress in delivery of strategic outcomes

#### Strategic Direction

Following the Children's Services review we are now concluding the recruitment of staff which will enable teams to begin to settle and consolidate.

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 partners 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:

**Champions Group & Participation:** We have now finalised our first year one reporting to both the Scottish Government and Life Changes Trust. Both plans are on target and the National partners are pleased with Midlothian's Champions progress; both plans were also submitted to the GIRFEMC Board.

The Children's survey has now been completed but we have yet to analyse the findings. However, we have already agreed with the Life Changes Trust that we can commission a mobile app that is more child friendly that should enable more qualitative feedback from children and young people in the future.

Equally there is a Champion's event which is about to take place that will showcase a film from the recent Leadership event held in Skye.

**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 around transitions continues to explore the recommendations from the Scottish Government recent study on how best to transition from children's services into adult services. Within Children's Services we are also working with VOCAL to commission an engagement event with parent/carers of children who have a disability to establish what their views are on the future of the play scheme that was previously run by Capability Scotland within Saltersgate School. This year we offered those who were entitled to an assessment the opportunity of taking a direct payment, thus allowing them to choose their own activities over the summer. Feedback to date has been positive, however the engagement event will offer all relevant parent's/carers the opportunity to share their experiences and offer new suggestions.

**Child Protection:** In Q2 Midlothian had 54 (3.2%) children on the child protection register which is slightly above the National 3.0% average.

**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 early next year and further updates will be provided in the next quarter reporting.

Currently all children's services staff are undertaking bespoke children and families training in motivational interviewing techniques. This approach should offer a consistent approach 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 increased from 42 in Q2 last year to 74 in Q2 this year, this being a 76% increase. This relates to 3.9 rate per 1,000 children in Midlothian compared to the Scottish average of 3.8. From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

In September 2016 we had only 2 children between ages 0-2 looked after at home whilst in September 2017 we had 9 within this age range again further evidence of us identifying issues at a much earlier stage.

Children and Young People Looked after away from home are divided into two categories those in external residential schools of which there are 17 young people, a 21% increase from this time last year (14). For those young people in external foster care, in Q2 there are 30 a 23% decrease on last year's Q2 figure (39). This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

**Hawthorn's Children Centre:** Staff from Hawthorn Centre have been deployed to Sure Start in the Penicuik area to work with families with children's aged 0-3 years who would usually be transported to Hawthorn. Initial reports from staff and families are very positive. We are now linking in with education to ensure that 3-5 year olds continue to remain in their local area and either attend their local nursery with support or continue at sure start but with education input. This pilot will report back its findings at the end of this year to consider what works well and in what other areas can we replicate this model of working.

**Residential Care:** It would be fair to comment that residential services have had a very difficult summer period. The needs and demands have changed over time and our ethos of trying to care and educate all young people within Midlothian continues to be a challenge. This said staff have evidenced a high level of commitment and skill in managing one particular young person whose needs have been very unique and have required additional support not only from our own staff but from health in particular CAMHS staff, in order to better understand this young person's behaviours and attempt to support him as best we can until an alternative solution is found.

**Family Placement Team:** We continue to try and recruit local carers and prospective adopters for our Midlothian children and young people. We have now embarked on our partnership with the Permanence and Care Excellence Programme (PACE) and as part of our quality improvement we have established our stretched aim. Our target is that as from 1st November 2017 all children under 12 years will have a permanent plan within 7.5 months from the point of being accommodated. This is a very ambitious aim and will require a great deal of intensive work in order to achieve this outcome.

Recruitment of foster carers continues to be a challenge and we continue to look at ways to overcome this. This involves talking to partner local authorities. One of the issues for us as a small Local Authority is linked to our fees and allowances which do not compete with other local authorities or private agencies. There is currently work being done by Scottish Government around national fees and allowances therefore we shall await their findings on this piece of work. A key pressure is competing with the financial incentives created by a number of the independent foster carer agencies.

**Outcome Focussed Approach:** Our new outcome focussed assessment tool has now been implemented and feedback is positive. Moreover, the tool has been widely received on the National platform with staff from Midlothian Council presenting this approach at the Pride in Practice national event held in Glasgow in September 2017. This has resulted in other local authorities contacting us to learn more about this approach.

### Emerging Challenges and Risks

**Budget:** The requests for expensive resources continue to place a number of pressures and demands on budgets. We currently have one young person in secure care with two other 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.

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

**Scottish Child Abuse Inquiry:** As a Local Authority we have had three Section 21 request from the Scottish Child Abuse Inquiry Team, two of which we have responded to and we are currently working on the third report.. In addition to this project we have also implemented the Scottish Child Abuse Claims Working Group which will consider any claims that may come into the Local Authority as a result of Limitation (Childhood Abuse) (Scotland) Act 2017 coming into force on the 4th October 2017. The Limitation (Childhood Abuse) (Scotland) Act 2017 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. The new limitation regime will have retrospective effect (up to and including 1964). Midlothian Council has been at the forefront of conversations with COSLA, the Society of Local Authority Lawyers and Administrators (SOLAR) and Social Work Scotland (SWS) in relation to the implications this new Act will have on all Local Authorities.

# Children's Services PI summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	9	4	15		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.67	6	0	4		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	2
										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	25.29	18.75	13.23		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	13
										Number of working days for Stage 2 complaints to be Completed	172
	Percentage of complaints at stage 1 complete within 5 working days	66.67 %	100%	100%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 1	2
										Number of complaints at stage 1 responded to within 20 working days	2
	Percentage of complaints at stage 2 complete within 20 working days	85.71 %	100%	100%	84.62 %		Q2 17/18: Off Target Work is ongoing with complaints to identify complaints outwith service limits.		95%	Number of complaints complete at Stage 2	13
										Number of complaints at stage 2 responded to within 20 working days	11



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.43 1 m	£ 14.65 8 m	£ 14.93 6 m	£ 15.01 0 m		Q2 17/18: Off Target Actions are in place to address overspend.		Half yearly target is £14.7 15 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	6.40	3.34	5.20		Q2 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)	728.97
										Average number of FTE in service (year to date)	140.18








### Corporate Health

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	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%		Q2 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%		Q2 17/18: On Target		95%	Number received (cumulative)	5,328
										Number paid within 30 days (cumulative)	5,265
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	100%	100%	100%		Q2 17/18: On Target		90%	Number on tgt/ tgt achieved	3
										Number of PI's	3
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0










### Improving for the Future












Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	100%	0%	0%		Q2 17/18: Off Target Work is ongoing to finalise policies and processes for completion of the "Self Directed Support" audit actions. Meetings with Audit to look at amending actions and extending deadlines for completion have been scheduled.		90%	Number of on target actions	0
										Number of outstanding actions	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		50%	<b>Q2 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		50%	<b>Q2 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		50%	<b>Q2 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		50%	<b>Q2 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		50%	<b>Q2 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		50%	<b>Q2 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 Q3.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018		50%	<b>Q2 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	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			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%	50%	25%	50%			<b>Q2 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	New for 17/18	N/A	25%	50%			<b>Q2 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			<b>Q2 17/18:</b> Data only There is a regular group of 5 young people attending the fortnightly Champions group meetings. There are also 2 other young people who do not attend the groups regularly but contribute as champions by attending training and events.		
CS.S.02.05a		Number of young people in secure care over the year period	2	1	1	1			<b>Q2 17/18:</b> Data Only As at 30/09/2017, there was 1 young person in secure.		
CS.S.02.05b		Number of YP issued with a Movement Restriction Order Target	New for 17/18	N/A	2	0			<b>Q2 17/18:</b> On Target	2	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.02.06a		Increase service user feedback	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> No data available Responses are currently being collated, feedback will be reported in Q3.		
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			<b>Q2 17/18:</b> Data Only Information from Insight shows the Complimentary tariff score has increased from 167 to 169.4.		
CS.S.03.04b		Number of CEYP continuing into 5th & 6th year.	17	17	N/A	10			<b>Q2 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	New for 17/18	N/A	N/A	11			<b>Q2 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?	New for 17/18	N/A	N/A	4.3%			<b>Q2 17/18:</b> Data only Information from SEEMIS shows 4.3% of Exclusion days in the 17/18 School year up to 31/09/2018 were CEYP.		
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available We are currently building a report to monitor the use of external disability resources.		

## Published Local Government Benchmarking Framework – Children's Services



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