Children's Services
Performance Report for Quarter 3 - 2015/16

Midlothian

01. Progress in delivery of strategic outcomes

Annual Children's Services Regulatory Inspection
A number of Midlothian's children's services were inspected towards the end of Quarter 3; Fostering, Adoption and Children's Residential, were all inspected with the following grades awarded:

The Adoption Services received **three Goods** for Quality of Care and Support, Staffing and Quality of Leadership and Management.
The Fostering Service received **two Goods** for Quality of Care and Support and Management & Leadership and a **Very Good** for the Quality of Staffing.
The Residential Inspection feedback from their inspection visit in October/November 2015 received **four Very Goods** for Quality of Care, Quality of Environment, Quality of Staffing & Quality of Management & Leadership.

These Inspection reports are further evidence of the significant progress and excellent work staff undertake on a daily basis. We are all committed to improving performance and raising the quality of work we deliver within children's services to ensure that we deliver good outcomes for all our children and their families.

Kinship
Scottish Government announced funding for Local Authorities to ensure that there is parity between what we pay kinship carers and foster carers. Within Midlothian Council, unlike many other local authorities we already pay the same rate. We are however looking at how we can improve the service we offer to kinship carers and have agreed to employ an additional part time team leader to look at a developing a training programme and identifying other forms of support for kinship carers to further support them in their caring role. Shortly a new website page and an advertising campaign shall commence raising awareness of this.

There has been a decrease in the number of Midlothian Looked After Children in this quarter from 263 to 257.

Children's Policy Areas
A final copy of the Risk-Taking Behaviour policy which include links to other accompanying documents; Suicide and Self Harm policy; Vulnerable Young Person's protocol, Child Protection, etc will be available to this quarters GIRFEC Board. We held a successful launch of Midlothian's Champions Board in October 2014 and this was primarily led by Midlothian's young champions. A first draft of Midlothian's Corporate Parent action plan will be available for wider circulation by the end of 15/16.

02. Emerging Challenges and Risks

The review of children's services is underway which in itself causes anxiety amongst staffing teams. However the service needs to realign its resources to ensure that we are able to meet the increasing demand of our early intervention and preventative work. The service review is an opportunity to do this as well as to pursue the "Delivering Excellence" agenda. The budget position remains difficult and there is a need to ensure that the review delivers on agreed savings of £300,000.

Over the last quarter there has been an increase of 32% of the number of children names on the Child Protection Register, this however only equates to an increase of 6 families. The national rate per 1,000 children on the register is 3.2. Midlothian's rate per 1,000 is 2.8

Referrals into children's services continue to increase with a 12% increase to 1304 referrals compared to the previous last quarter.

We continue to have 3 young people in secure care. This has a significant impact upon budgets. It should be noted that one of the decisions to secure a young person was made following a MAPPA 3 meeting whereby senior managers from Police, Health, Housing & Social Care all agreed that the risks of having this young man at liberty were too great and therefore recommended secure care to the Chief Social Work Officer, despite a High Court Judge

bailing him. The costs for this package is met by children's services.

Meeting the demands of new legislation is an ongoing challenge and the need to ensure that as a Local authority we continue to provide not only what our statutory duties require but a service that continues to improve outcomes for all children and young people who require the support of our service. From 13/14 to 14/15 there has been an increase of referrals from 2843 to 3805.

Managing risk within our communities and our residential establishments continues to be a challenge and needs to be a key focus for the Children and Families service review. Services need to have the capacity and capability to meet the continuing demand of our additional duties and responsibilities of caring for young people until the age of 21, advice and support until the age of 26 and the role of the named person, to name but a few of the new pieces of legislation that impact upon our service.

Sickness absence – This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.

Children's Services PI summary

01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q3 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend	Value		
01. Provide an efficient complaints service	Number of complaints received (cumulative)	8	6	0	4	9	(chart icon)	Data Only	⬆			
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	11.5	0	0	0	6	🔴	**Q3 15/06:** Off Target. It took 24 days in total to deal with the 4 Complaints in Q3. Although 3 of the complaints were dealt with within the appropriate timescale.	⬇	5	Number of complaints complete at Stage 1 / Number of working days for Stage 1 complaints to be Completed	4 / 24
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	10.83	10	0	15.67	12.6	✅	**Q3 15/16:** On Target. There have been 5 complaints so far in 15/16 taking 63 days to complete.	⬆	20	Number of complaints complete at Stage 2 / Number of working days for Stage 2 complaints to be Completed	5 / 63
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	50%	0%	0%	0%	50%	🔴	**Q3 15/16**: Off Target. 2 of the 4 Stage 1 complaints were completed in the 5 day timescale.	⬆	95%	Number of complaints complete at Stage 1 / Number of complaints at stage 1 responded to within 5 working days	4 / 2
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	83.33%	60%	0%	66.67%	80%	🔴	**Q3 15/16:** Off Target. 1 of the 5 complaints received required legal guidance and due to the holiday period went over the agreed timescale, another is awaiting conclusion.	⬆	95%	Number of complaints complete at Stage 2 / Number of complaints at stage 2 responded to within 20 working days	5 / 4

01.2 Making the Best Use of our Resources

Priority	Indicator	2014/15	Q3 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend	Value		
02. Manage budget effectively	Performance against revenue budget	N/A	£14.901 m	£14.864	£16.392	£15.565 m	🔴	**Q3 15/16:** Off Target. This information is the latest financial position which was reported to Council in February 2015	⬇	£16.753		

Priority	Indicator	2014/15 Value	Q3 2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	Q3 2015/16 Value	Status	Note	Short Trend	Annual Target 2015/16	Feeder Data	Value
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.44	9.04	2.67	5.94	9.73	🔴	**Q3 15/16:** Off target. This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.	⬇	8.50	Number of days lost (cumulative)	1,395.15
											Average number of FTE in service (year to date)	143.42

01.3 Corporate Health

Priority	Indicator	2014/15 Value	Q3 2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	Q3 2015/16 Value	Status	Note	Short Trend	Annual Target 2015/16	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	95.24%	100%	100%	100%	100%	✅	**Q3 15/16**: On Target.	▬	90%	Number of service & corporate priority actions	9
											Number of service & corporate priority actions on tgt/completed	9
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	96%	96%	95%	✅	**Q3 15/16**: On Target	⬇	95%	Number received (cumulative)	2,092
											Number paid within 30 days (cumulative)	1,993
06. Improve PI performance	% of PIs that are on target/ have reached their target.	75%	70%	81.82%	81.82%	75%	🔴	**Q3 15/16**: Off Target. 2 indicators off target.	⬇	90%	Number on tgt/ tgt achieved	6
											Number of PI's	8
07. Control risk	% of high risks that have been reviewed in the last quarter		0%	0%	0%	0%	✅	**Q3 15/16**: On Target. There were no risks graded as high.	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.4 Improving for the Future

Priority	Indicator	2014/15 Value	Q3 2014/15 Value	Q1 2015/16 Value	Q2 2015/16 Value	Q3 2015/16 Value	Status	Note	Short Trend	Annual Target 2015/16	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions in progress	87.5%	100%	0%	0%	100%	✅	**Q3 15/16:** All audit actions have been complete.	⬆	90%	Number of on target actions	1
											Number of outstanding actions	1

Children's Services Action report

03. Service Priorities - Actions						

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.SP.1.1	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Strengthen the Stage 2 processes to prevent escalation to Stage 3	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. Improved process up and running in all primary schools and now establishing with Health colleagues for under 5s. Social Work staff seconded into NHS to strengthen stage 2 interventions for under 5's in health.
CS.SP.2.2	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Improve the permanence process to reduce the length of time to permanence	31-Mar-2016	✔	100%	**Q3 15/16**: Complete. All social work has had workforce training and development. Key Performance Indicator to be reviewed and revised. Team leaders continue to make process dynamic and meeting scheduled with Scottish Government to look at process and performance management.
CS.SP.2.3		Continue to promote the Corporate Parenting programme	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. Application for Life Change Trust through to next level and still being considered. Draft action plan to be reviewed and revised with wider group.
CS.SP.2.5		Work to reduce the number of Midlothian children placed outwith Midlothian	31-Mar-2016	▶	50%	**Q3 15/16**: Continues to be the work of MARG (Multiagency Resource Group) and Gate-keeping. Accommodating a large family has posed challenges although managers maintain an overview in business managers meetings.
CS.SP.2.6		Ensure our staff are appropriately trained to become a motivated and skilled workforce	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. Children's Services – team learning and development plans in place or being worked on.
CS.SP.2.7		Encourage participation by continuously looking for ways to involve children & young people	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. New Champions Boards continue to involve Children & Young People in new service delivery and policies. Linked to draft corporate parent plan and survey work.
CS.SP.2.8		Conduct self-evaluation to improve workforce	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.SP.3.1	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Support implementation of the Children and Young People (Scotland) Act 2014	31-Mar-2016	▶	75%	**Q3 15/16: On** Target. Plans continue to be in place for parts 9, 10, 11. Progress via GIRFEC vulnerable children subgroup. Being driven forward at GIRFEC Board and children and families service review.
CS.SP.4.1	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Develop a new strategy/policy around risk taking behaviour	31-Mar-2016	▶	75%	**Q3 15/16**: On Target. Draft policy in place and to be finalised with relevant links in place before Q4 sign off.

Children's Services PI Report

Midlothian

PI Code	Priority	PI	2014/15	Q3 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.2.2a		Average length of time (months) from a child becoming Looked After to recommendation for permanence	6.8	6.8	10	9.7	10	✅	⬇	**Q3 15/16:** On Target. This is a new indicator and targets will be revised for 2016/17.	10.5	
CS.SP.2.2b		Average number of weeks between Permanency LAAC Review and date of Registration panel	N/A	N/A	7	8	10	✅	⬇	**Q3 15/16 -** On Target (10)	12	
CS.SP.2.4a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	% of child protection indicators on target	83.33%	N/A	83.33%	83.33%	83.33%	🛑	▬	**Q3 15/16:**Off Target. 5 out of 6 indicators met their 85% target. However, the % of Initial Child Protection Case Conferences held within timescales was 79%	84%	Benchmark 100%
CS.SP.2.5a		Number of young people in secure, residential placements and foster placements outwith the authority	49	51	55	57	57	🛑	▬	**Q3 15/16**: Off target. Accommodating a large family has posed challenges although managers maintain an overview in business managers meetings.	44	Mar 14: 49; Mar 13: 57
CS.SP.2.7a		Corporate Parenting Board to implement new Champions' Scheme by October 2015	N/A	N/A	Yes	Yes	Yes	✅	▬	**Q3 15/16**: Launch event held. Regular meetings have been scheduled and Chair and members identified.	Yes	

PI Code	Priority	PI	2014/15	Q3 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.2.8a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Self evaluation theme carried out at Operational Managers Meeting annually	N/A	N/A	Yes	Yes	Yes	✅	▬	**Q3 15/16:** On Target. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.	Yes	
CS.SP.4.1a	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Total number of bed nights for children and young people in secure care	N/A	N/A	246	236	198	▬	⬇	**Q3 15/16**: Data from this years collection will be used to develop future targets.	▬	
CS.SP.4.1b		Report on Life Path analysis for 2 children/young people (one in secure) to be published by summer 2015	N/A	N/A	Yes	Yes	Yes	✅	▬	**Q3 15/16**:On Target. Work is underway; learning will be shared with relevant staff.	Yes	

Local Government Benchmarking Framework - Children's Services

Midlothian

Children's Services							

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	External Comparison
CHN8a	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£1,832.00	£2,404.00	£2,869.00	£2,465.00		2013/14 Rank 7; Scotland: £3098, Midlothian £2465
CHN8b	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£258.00	£319.00	£271.00	£250.00	Data not available yet	2013/14 Rank 20; Scotland £265, Midlothian £250
CHN9i	Balance of Care for looked after children: % of children being looked after in the Community	88.41%	87.32%	91%	92%		2013/14 Rank 9; Scotland 91%, Midlothian 92%.