Children's Services
Performance Report Q3 2014/15

Midlothian

Service Priority 03: Ensure children have the best start in life by focusing on prevention and early intervention to address barriers to progress and deliver effective outcomes

The Children & Young People's (Scotland) Act 2014 continues to drive forward the good work undertaken in Midlothian in ensuring that children and young people are kept safe and achieving better outcomes for them and their families.

The Public Protection Unit is now becoming more established. The commitment from Police Scotland to join the Public Protection Team at Brunton Hall, Musselburgh has been endorsed by senior management and police staff are beginning to move to the Brunton Hall. Once the full team are in situ we shall then plan to have staff from Midlothian working alongside them.

The Family Resilience Project has been running for around 18 months and the results of independent evaluation will be shared with the board in January 2015. The outcome of this piece of work will determine how we shape our services moving forward.

Since its inspection in January 2014, Dalkeith House has now managed to support 45 young people to remain at home. These children and young people were previously deemed to be at risk of being accommodated. Furthermore, the development of this intensive, community support has meant a reduction in our local residential placements, 12 to 8 (+plus 1 emergency bed) as well as a reduction in external provisions.

The Self Directed Support Act (Scotland) 2013 is now being rolled out over both Adult and Children's Services. We are evaluating some work carried out by the Family Support Team over the summer around how we can improve our working relationships and offering more choices to families who are in need of support. The findings from this will inform future practice. A new stage 2 outcome focused assessment has been devised and training is under way for all children's service staff.

Work is ongoing in relation to the Integration of Children's Services into Adult Health & Social Care. We are holding a multi-agency development session with staff from health and children's services in February 2015 where amongst other things we shall be looking at pathways of referral into our services, ensuring that this is a simple and easy process for everyone.

We are continuing with our Children's services review where in the future we shall come together in one building and work together across the service and allocate resources to the greatest need.

Our child protection figures remain low from a high of 93 in April'14 to 33 in Dec'14 as a result of the ongoing collaborative work that identifies significant risk of harm. Children who are discussed at child protection case conferences but who do not meet the threshold of registration of significant risk of harm, still benefit from multi-agency supports at stage 3. We also need to acknowledge that there remains a high level of early intervention and preventative work in order to prevent situations escalating and reaching stage 3 and child protection level. Our LAC/LAAC statistics remain fairly static.

Reducing unplanned overspend remains our biggest challenge. We are in the process of reviewing all areas within children and families services to look at how we do things differently and by working in partnership with our key agencies we can improve outcomes for children and young people.

A key challenge continues to be the higher than average numbers of young people in secure care. Whilst our Child Protection figures have reduced considerably over the last 6 months, this is offset with increased risk taking behaviour within the community by some of our young people. We are reviewing the journey of one young person to identify if

there is any learning from his experience that we can draw upon for future cases.

The implementation of the Named Person in 2016 is a challenge around how we share sensitive information and ensure that our health and education colleagues have the support and IT provisions to make this possible. Whilst there is a great deal of work happening in this area it is a large piece of legislation which will impact on Education as the named person for all children and young people from school entry until 18 years of age.

Sickness absence – We are addressing sickness absence across the service and have arranged for all first line managers to have training from our HR colleagues so that they are confident in implementing the policy in addition to ensuring that we have a consistent approach to managing all staff.

Children's Services PI summary

01.1 Outcomes and Customer Feedback

Priority	Indicator	2013/14 Value	Q3 2013/14 Value	Q1 2014/15 Value	Q2 2014/15 Value	Q3 2014/15 Value	Status	Note	Short Trend	Annual Target 2014/15	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	30	21	2	3	6		**Q3 14/15:** 6 complaints were received in Q1 to Q3.	⬆			
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	8.08	7.5	0	0	0	✅	**Q3 14/15:** There were no complaints at stage 1.	▬	5	Number of complaints complete at Stage 1	1
											Number of working days for Stage 1 complaints to be Completed	0
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	15.21	15.27	10	8	10	✅	**Q3 14/15:** On Target.	⬇	20	Number of complaints complete at Stage 2	5
											Number of working days for Stage 2 complaints to be Completed	50
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	53.85%	50%	0%	100%	0%	🛑	**Q3 14/15:** Off Target. 1 complaint at stage 1 which was not responded to within 5 days.	⬇	95%	Number of complaints complete at Stage 1	1
											Number of complaints at stage 1 responded to within 5 working days	0
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	92.86%	90.91%	100%	100%	60%	🛑	**Q3 14/15:** Off Target.	⬇	95%	Number of complaints complete at Stage 2	5
											Number of complaints at stage 2 responded to within 20 working days	3

01.2 Making the Best Use of our Resources

Priority	Indicator	2013/14 Value	Q3 2013/14 Value	Q1 2014/15 Value	Q2 2014/15 Value	Q3 2014/15 Value	Status	Note	Short Trend	Annual Target 2014/15	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	N/A	£14.839 m	£16.392 m	N/A	£14.901m	✅	**Q3 14/15:** On Target. This information is the latest financial position which will be reported to Council in February 2015.	▬	▬		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.90	8.00	3.60	7.13	9.04	🛑	**Q3 14/15:** Off Target.	⬇	8.50	Number of days lost (cumulative)	1,630.95
											Average number of FTE in service (year to date)	180.44

01.3 Corporate Health

Priority	Indicator	2013/ 14 Value	Q3 2013/ 14 Value	Q1 2014/ 15 Value	Q2 2014/ 15 Value	Q3 2014/15 Value	Status	Note	Short Trend	Annual Target 2014/ 15	Feeder Data	Value
05. Complete all service priorities	% of service priorities on target / completed, of the total number	96%	100%	100%	90.48 %	100%	✅	**Q3 14/15:**On Target.	⬆	90%	Number of service & corporate priority actions	21
											Number of service & corporate priority actions on tgt/completed	21
06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96.6 %	96.44 %	97.26 %	96.94 %	96.25 %	✅	**Q3 14/15:** On Target.	⬇	95%	Number received (cumulative)	2,055
											Number paid within 30 days (cumulative)	1,978
08. Improve PI performance	% of PIs that are on target/ have reached their target.	64.71 %	75%	80%	80%	70%	🛑	**Q3 14/15:** Off Target. Two of the CP indicators were off target.	⬇	90%	Number on tgt/ tgt achieved	7
											Number of PI's	10
09. Control risk	% of high risks that have been reviewed in the last quarter	100%	DIV/0	100%	100%	100%	✅	**Q3 14/15:** On Target.	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.4 Improving for the Future

Priority	Indicator	2013/ 14 Value	Q3 2013/ 14 Value	Q1 2014/ 15 Value	Q2 2014/ 15 Value	Q3 2014/15 Value	Status	Note	Short Trend	Annual Target 2014/ 15	Feeder Data	Value
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	100%	100%	0%	0%	100%	✅	**Q3 14/15:** On Target.	⬆	90%	Number of on tgt/ completed actions	16
											Number of outstanding actions	16

Children's Services Action report

Midlothian

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
C.S.1.1	01. SMP GIRFEC - Focus on prevention and early intervention to ensure children and young people are safe, healthy, achieving, nurtured, respected, responsible and included	Implement the findings from the review of Locality Forums and Mapping exercise /Examine existing Stage 2 processes to explore and review	31-Mar-2015	▶	75%	**Q3 14/15: On Target**. We are continuing to strengthen Stage 2 processes within schools. This is leading to a reduction in referrals to Forums. We have identified the Penicuik locality as a starting place to implement stage 2 meetings for under 5s and are making plans for implementation.
C.S.1.2		Ensure that children requiring permanence options are identified at an early stage and that appropriate plans are in place	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** Foster Care Recruitment Strategy now completed and actions well underway. Strategy targets wider pool of carers on a regular basis as opposed to bi-annually.
C.S.1.4		Ensure that Midlothian Residential Services provides good quality care and support for young people	31-Mar-2015	▶	75%	**Q3 14/15: On Targe**t. Since January 2014, 45 children and young people have remained within their families as a result of the project. In addition we have managed to reduce our local residential care young people's care home beds to 8 + 1 emergency bed (down from 12).
C.S.1.5		Review Integrated Children's Services Plan (ICSP) priorities to ensure that they meet current requirements	31-Mar-2015	▶	75%	**Q3 14/15: On Targe**t. 15/16 GIRFEMC Priorities in the Single Midlothian Plan agreed and actions drafted for finalisation at January 15 GIRFEMC Board meeting. SMP medium term priorities will be reviewed during 15/16. Paper to GIRFEMC Board and Community Planning Board proposing to align ICSP cycle with SMP medium term priority cycle.
C.S.1.6		Ensure that new Self directed Support Worker engages with children, young people and their families	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** Ongoing work for service. Now undertaken self directed support approach as part of stage 2 working with families.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
C.S.1.7	01. SMP GIRFEC - Focus on prevention and early intervention to ensure children and young people are safe, healthy, achieving, nurtured, respected, responsible and included	Provide a range of opportunities to involve children, young people and their families in the Integrated Children's Services Plan	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** Work is governed through Corporate Parent Board.
C.S.1.8		Through the ICSP (Integrated Children's Service Plan) identify opportunities to tackle inequalities through building Community, workforce and partners	31-Mar-2015	✓	100%	**Q1 13/14: Complete**. The Equality Outcome and Mainstreaming Report details priorities that have impacted on areas of need.
C.S.1.9		Support the GIRFEMC sub-groups delivery of priorities as outlined in the Integrated Children's Service Plan	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** The GIRFEMC sub-groups have action plans which expand the high level actions from the Single Midlothian Plan and Inspection Reports. The sub-groups report back to the GIRFEMC Board which then report back to the Community Planning Working Group and Board. Subgroup structure to be realigned to the actions for 15/16.
C.S.2.2	02. SMP GIRFEC - Improve outcomes for children and young people by continuing to implement 'Getting it Right for Every Child' and putting in place changes required by the laws which go with it.	Ensure that appropriate staff fulfil obligations as named persons and lead professionals	31-Mar-2016	▶	75%	**Q3 14/15: On Target**. No change in terms of Lead Person role. Work has been started with schools and managers of Health Visitors to begin to prepare for implementation of Named Person in 2016, we are looking at how our service can support this change.
C.S.3.1	03. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Ensure that all young people, where alcohol or drugs has been identified as an issue, have a Stage 3 plan	31-Mar-2015	▶	75%	**Q3 14/15: On Target**. We continue to work closely with partner agencies to raise awareness of the impact of substance misuse and to support young people to address their substance misuse. This latter task is done through individual care planning and through partnership work at the screening group for young people referred by the Police, this meeting allows for multi-agency review of plans.
C.S.3.2		Support children affected by parental substance misuse through inter-agency working	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** The Substance Misuse Screening Group continues to meet and we are working on extending the range of referral agencies. The Group works together to identify services to support the adults in families to reduce their substance misuse and to support children affected by parental substance misuse. Training sessions have been held to introduce the new guidance to support children affected by parental substance misuse.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
C.S.5.1		Work with schools and colleges to improve attainment for Looked After Children and young people.	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** Corporate Parenting Strategy complete. Young People do not want child friendly strategy- they require direct contact with senior officers so that they can raise issues as appropriate. Through Care After Care (TCAC) –Will continue to monitor new children's legislation, this will include a review of commissioning and LAC nurse impact.
C.S.5.2	05. SMP GIRFEC - Improve outcomes for vulnerable or at risk children and young people	Continue to deliver the Corporate Parenting programme	31-Mar-2015	▶	75%	**Q3 14/15: On Target**. We will soon review the impact of Who Cares? Scotland regards the KICK group. Young people have led on changing the emphasis of their involvement. They requested that the Board meet with them to listen to their issues and report back on themes.
C.S.5.3		Ensure that all Looked After and Accommodated Children (LAAC) are linked with appropriate transition supports	31-Mar-2015	▶	75%	**Q3 14/15: On Target**. 100% of LAAC have appropriate transition; all are known to TCAC team. Currently reviewing the aims of the team, transitions, etc in line with the introduction of the Children and Young People's Act.
C.S.6.1		Ensure that all children & young people at stage 3 support have an assessment and care plan appropriate to their needs	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** All children & young people in this category have an assessment and care plan which is subject to regular review. We are actively working with Team Leaders and later with Core Groups on making child protection plans SMARTer. We are also developing training to continuously improve the quality of our assessment reports.
C.S.6.2	06. Protecting Midlothian's Children	Ensure that we provide robust stage 3 supports to prevent young people being accommodated in secure provision	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** However, the number of young people requiring secure accommodation to keep them safe rose to 5 in the last quarter. A significant factor has been the risks to young people from misuse of new psychoactive substances (NPS). At the time of writing we have reduced this number and we have 3 young people in secure accommodation and are actively working to identify exit strategies for all 3.
C.S.7.1	07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Ensure that services commissioned by Children's Services have block contract or Service Level Agreement (SLA) in place	31-Mar-2015	▶	25%	**Q3 14/15: On Target.** A review of services has commenced and we are beginning to introduce SLA's as we progress with the review.
C.S.7.2		Continue to improve in all inspection areas	31-Mar-2015	✅	100%	**Q3 13/14: Complete**. Staff development programme and plan in place regarding recent Integrated Children's Services inspection.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
C.S.7.3	07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Co-ordinate preparation for internal and external inspections and audits	31-Mar-2015	▶	75%	**Q3 14/15**: **On Target.** The Performance and Planning team played an integral part in the preparation of the multi-agency inspection of children's services and the response to feedback. An action plan has now been produced, following the inspection report, which has been integrated into service plans and GIRFEMC sub-group plans.
C.S.7.5		Continue to raise qualification levels of staff	31-Mar-2015	▶	75%	**Q3 14/15: On Target.** 1 Manager obtained BA in childhood studies. 16 staff have undertaken or are in the process of studying Effective Practice. 1 staff member qualified as social worker and 3 staff due to qualify in Dec 2015. 1 SWA gained SVQ2 & 5 workers gained SVQ level 3.
C.S.7.6		Deliver ongoing staff training and development to target specific areas as identified by the care inspectorate	31-Mar-2015	▶	50%	**Q3 14/15: On Target**. We have staff undertaking intensive training in effective practice, also we have 3 staff undertaking PG training in child welfare and protection. In addition, our development days over the next quarter will focus on legislation and Children's Hearings, Framework for permanence planning and domestic violence.

Children's Services PI Report

03. Service Priorities

PI Code	Priority	PI	2013/14	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15				Annual Target 2014/15	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
C.S.1.2b		The length of time from a child becoming Looked After to recommendation for permanence	N/A	N/A	N/A	N/A	10.5	🛑	▬	**Q3 14/15: Off Target.** New target from 01/01/15. Average time from being accommodated to recommending permanence is 10.5 months.	10	
C.S.1.4a	01. SMP GIRFEC - Focus on prevention and early intervention to ensure children and young people are safe, healthy, achieving, nurtured, respected, responsible and included	Number of children and young people that staff from Residential Services support that prevents them being accommodated	2	1	0	24	45	✅	⬆	**Q3 14/15: On Target**.	40	No formal benchmark available.
C.S.1.7a		No of children and young people directly involved in the Partnership (through attendance at meetings or through subgroup activity with children and young people)	2	N/A	6	6	9	✅	⬆	**Q3 14/15: On Target.** KICK represents more than 4 young people (9 at last count). Young people made it clear they prefer senior officers meet to listen to their issues and come back with answers/findings, etc. Not keen to sit in meetings *per se*.	4	

PI Code	Priority	PI	2013/14 Value	Q3 2013/14 Value	Q1 2014/15 Value	Q2 2014/15 Value	Q3 2014/15 Value	Status	Short Trend	Note	Annual Target 2014/15	Benchmark
C.S.1.9a	01. SMP GIRFEC - Focus on prevention and early intervention to ensure children and young people are safe, healthy, achieving, nurtured, respected, responsible and included	Percentage of outcomes in the GIRFEMC plan that have been delivered or are on target to be delivered	100%	100%	N/A	100%	**Q3 14/15**: The GIRFEMC thematic report of the Single Midlothian Plan is updated on a half-yearly basis. The next update will be at the end of Q4.				80%	No formal benchmark available.
C.S.3.1a	03. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Percentage of young people with serious substance misuse that have a stage 3 plan	100%	100%	100%	100%	100%	✅	▬	**Q3 14/15: On Target**.	100%	No formal benchmark available.
C.S.5.1a	05. SMP GIRFEC - Improve outcomes for vulnerable or at risk children and young people	Percentage of young people ceasing to be looked after at home, who achieved at least one SCQF level 3 or better (English or Maths)	75%	**Q3 14/15:** This indicator needs to be reviewed to change more appropriate and relevant wording.							85%	
C.S.5.1b		Percentage of young people ceasing to be looked after away from home, who achieved at least one SCQF level 3 or better (any subject)	65%	**Q3 14/15:** This indicator needs to be reviewed to change more appropriate and relevant wording.							85%	

PI Code	Priority	PI	2013/14	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15				Annual Target 2014/15	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
C.S.5.1c	05. SMP GIRFEC - Improve outcomes for vulnerable or at risk children and young people	Percentage of young people ceasing to be looked after at home, who achieved at least one SCQF level 3 or better (any subject)	75%	**Q3 14/15:** This indicator needs to be reviewed to change more appropriate and relevant wording.							85%	
C.S.5.1d		Percentage of young people ceasing to be looked after away from home, who achieved at least one SCQF level 3 or better (English or Maths)	65%	**Q3 14/15:** This indicator needs to be reviewed to change more appropriate and relevant wording.							85%	
C.S.5.3a		Number of new referrals to MARG (Multi Agency Review Group)	1	N/A	0	0	5	✅	⬇	**Q3 14/15:** 5 new placements to Feb 2015.	6	No formal benchmark available.
C.S.7.1a	07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Percentage of service providers with block contracting arrangements with SLAs/contracts	**Q3 14/15:** Data will be available in Q4.								85%	No formal benchmark available.
C.S.7.1b		Percentage of providers with SLAs with contract monitoring framework	**Q3 14/15:** Data will be available in Q4.								86%	No formal benchmark available.
C.S.7.1c		Percentage of commissioned services with SLAs	**Q3 14/15:** Data will be available in Q4.								80%	

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PI Code	Priority	PI	2013/14 Value	Q3 2013/14 Value	Q1 2014/15 Value	Q2 2014/15 Value	Q3 2014/15 Value	Q3 2014/15 Status	Q3 2014/15 Short Trend	Q3 2014/15 Note	Annual Target 2014/15	Benchmark
C.S.7.2a	07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Percentage of the HMIe Main Areas for Improvement addressed to a satisfactory level	**Q3 14/15:** Data will be available in Q4.								100%	No formal benchmark available.
C.S.7.4a		Percentage of Children's Hearing system reports submitted within target time	**Q3 14/15:** Data not yet received.								85%	
C.S.7.4b		Percentage of children seen by a supervising officer within 15 days	82.75%	100%	64%	72%	84%	✅	⬆	**Q3 14/15: On Target.**	75%	
C.S.7.5b		Percentage of newly qualified staff who complete their Year 1 training	N/A	N/A	N/A	N/A	N/A	▬	▬	**Q3 14/15:** Data will be available in Q4.	100%	
CF.LPI.02	06. Protecting Midlothian's Children	Child Protection: % of Initial Case Conferences held within 21 days of date of referral	76.75%	73.3%	94%	100%	78%	🛑	⬇	**Q3 14/15: Off Target.** 9 ICPCC 7 on time and 2 cases out both by 1 day (22 days) due to Social Worker being on annual leave.	85%	Benchmark 100%
CF.LPI.03		Child Protection: % of Review Case Conferences held within 3 months of previous Initial or Review Case Conference	98.9%	98.6%	94%	80%	81%	🛑	⬆	**Q3 14/15: Off Target** 16 reviews & 13 on time. 1 RCPCC – postponed as parent unable to attend; 2 were in relation to newborns where date is *planned* from Estimated Due Date (EDD); however if the baby arrives early, the date is not changed and therefore the review date is likely to be late.	100%	Benchmark 100%
CF.LPI.05		Child Protection: % of Core Group meetings held within 15 days for Initial	63%	N/A	41%	100%	100%	✅	▬	**Q3 14/15: On Target.**	100%	

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PI Code	Priority	PI	2013/14	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15				Annual Target 2014/15	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.G.C.5.2a	SMP GIRFEC - Focus on prevention and early intervention to ensure children and young people are safe, healthy, achieving, nurtured, respected, responsible and included	Increase the number of self directed support service users	19.75	18	19	24	25	✅	⬆	**Q3 14/15: On Target.**	25	

Local Government Benchmarking Framework

PI Code	Priority	PI	2013/14	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15				Annual Target 2014/15	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHN8a		The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	Data will be available in Q4									2011/12 Rank 7
CHN8b		The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	Data will be available in Q4.									2012/13 Rank 18
CHN9		Balance of Care for looked after children: % of children being looked after in the Community	91%	N/A	70%	68.5%	76%	➖	⬆	**Q3 14/15:** No target set.		2011/12 Rank 26