





Children's Services Performance Update – Quarter 1 2024/25






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Key Performance Indicator Summary

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Uptake of the Ready to Learn Assessments	95%	NE 87% NW 84% S 89%	Jun 24	All 	NE & S ↑ NW ↓
% of Health Plan Indicators allocated by Health Visitor by 24 weeks	95%	NE 95% NW 98% S 97%	Mar 24	All 	All ↑
Number of referrals being made to the Healthier, Wealthier Children Service	383 per quarter across City	800 City	Q1		↑
Percentage of looked after and accommodated children aged under 5 (who have been looked after for 6 months or more) who have had a permanency review	90%	56% City	Q1		↑

Key Performance Indicator Summary

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Percentage of new Scottish Children's Reporter Administration reports submitted within specified due date	60%	51% City	Q1		↓
Percentage of young people currently receiving an aftercare service who are known to be in employment, in education or training.	75%	77% City	Q1		↓
Number of out of authority placements	25	29	Q1		↑
MMR Percentage Uptake in Children aged 24 months	95%	90.24% City	Q4		↓
MMR Percentage Uptake in Children aged 5 years	95%	94.97% City	Q4		↑

Performance Achievements & Areas for Improvement

Achievements

- Meeting KPIs and financial targets in context of complexity of need and demand and current savings
- Sustained reduction in under 5s accommodated
- Alignment of Child Poverty and Whole Family Wellbeing to provide holistic support for families, with focus on seamless pathways and additional capacity for practice development work
- Staff engagement events to develop culture and leadership to achieve continuous improvement

Areas for Improvement

- Service review to ensure that configuration of teams meets operational demand and current service pressures
- Review of KPIs to ensure appropriate tracking of areas for improvement
- Monitoring impact of vacancies and needs/demand on operational capacity, including Permanence reviews
- Developmentally appropriate assessments for children who miss their assessment, including 27 – 30 month Ready to Learn assessments

Partnership Priority 1: Prevention, early intervention and wellbeing

- Viewing families' needs through the **lens of poverty, trauma and neurodiversity** as opposed to neglect
- **Building families' readiness** to engage by addressing immediate distress, e.g. by issuing direct payments
- Expansion of **early intervention approaches**, including the 0 – 5 Family Support Pathway
- Child Poverty Pathfinder (tests of change) & development of Whole Family Early Intervention Fund, **promoting alignment of policy, funding and holistic support** for families
- Staff engagement events focusing on **culture and leadership** to integrate the learning of what works in supporting families – “what can we do to help?”

#KeepthePromise

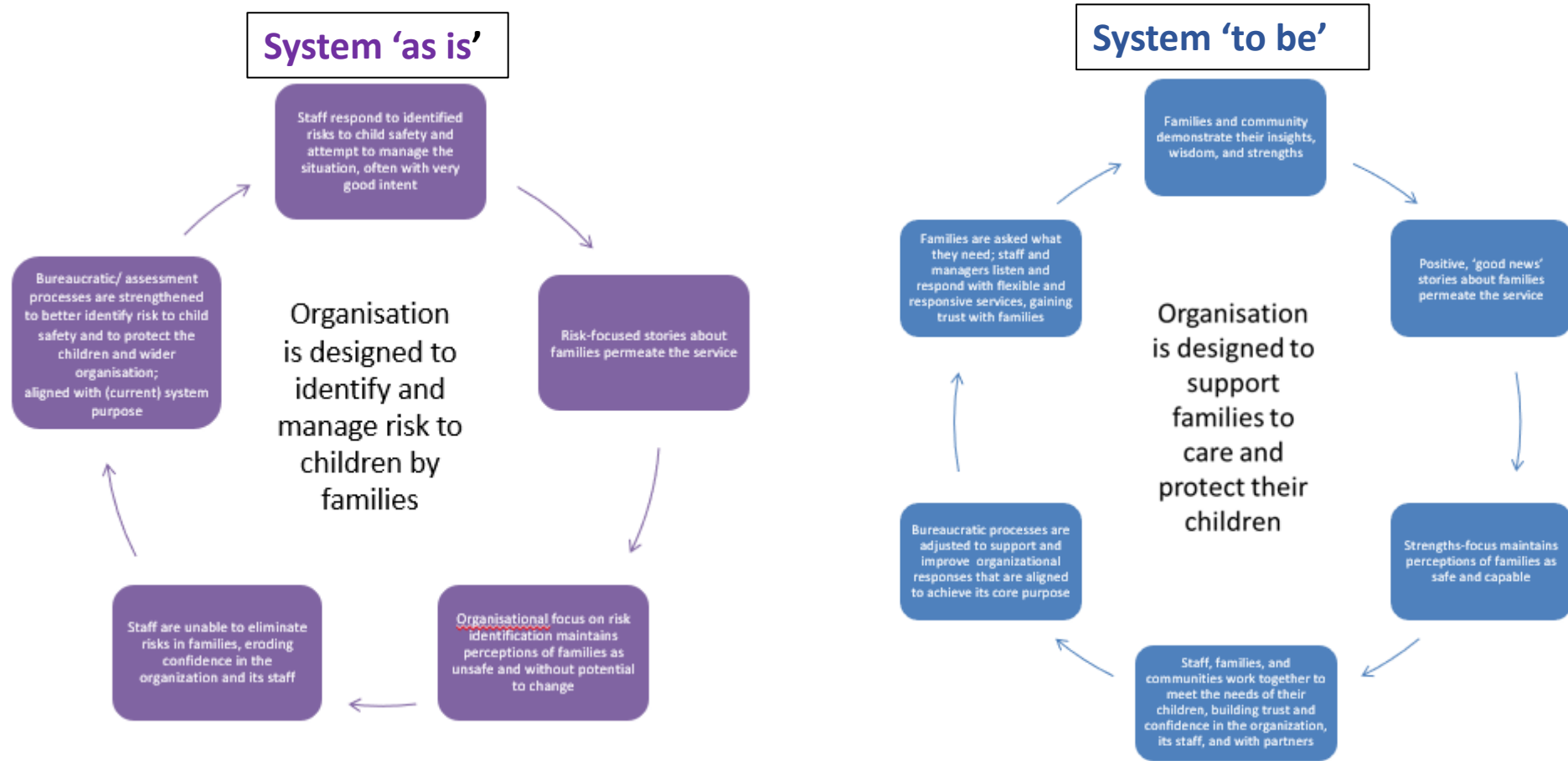
Partnership Priority 2: Supporting greater self-determination and informed choice

Integrating **voice** to support **decision-making, planning and service improvement**, aligned with UNCRC incorporation:

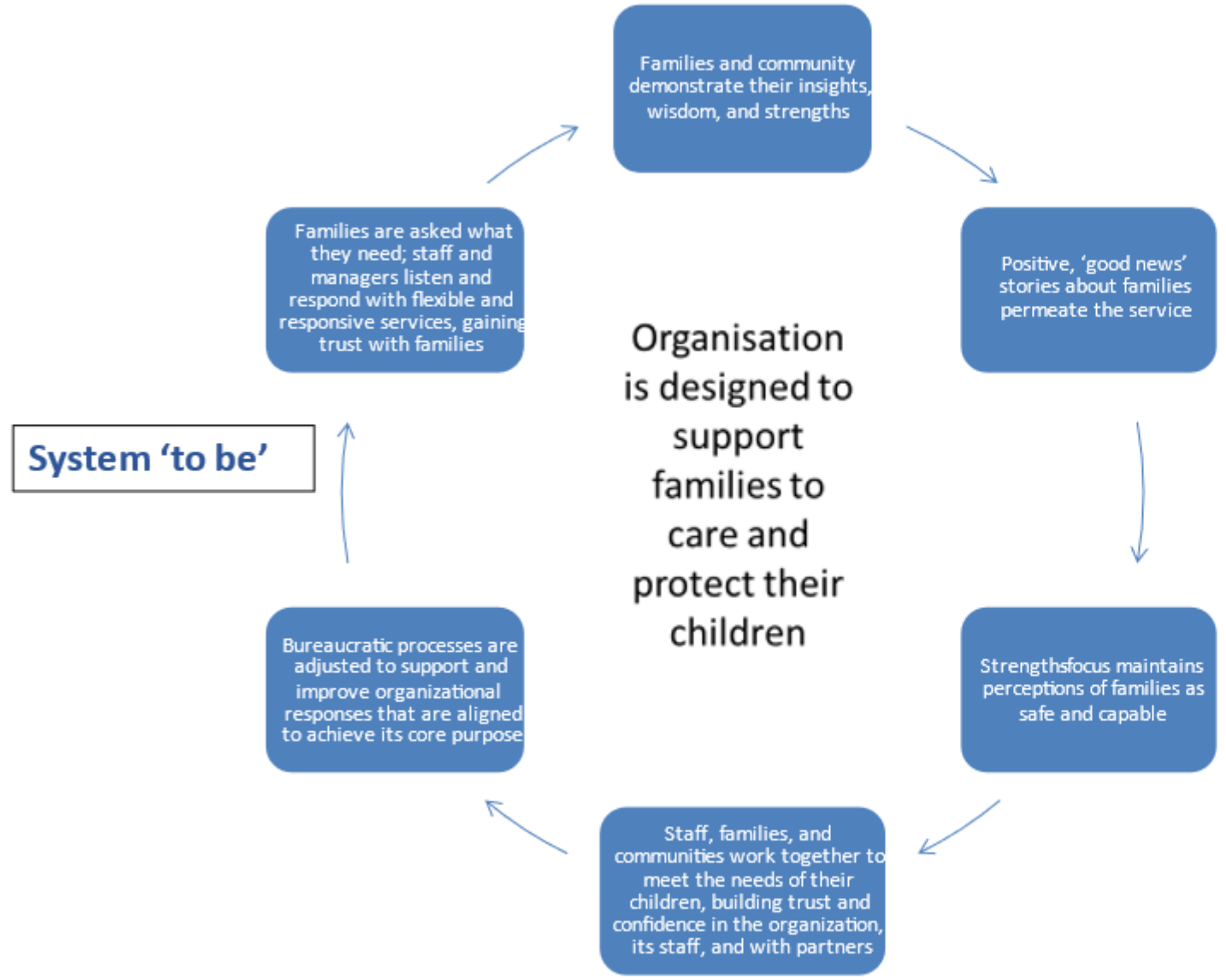
- **Promise Participation workers**
- **Integrated Children's Service Plan** – creative engagement with **over 200** young people
- **Family Support Strategy refresh** – engagement with families and third sector
- Re-establishment of **Champions Board and Champs Board**
- **16+ review** integrating voice
- **My Meetings My Plan**; alignment of Independent Reviewing Officer and Assistant Service Manager role
- **Involvement of children** in Children's House Management Meetings to strengthen voice and direct feedback loop with practitioners and managers

Partnership Priority 3: Supporting people in their communities

- **Development and expansion of strengths-based approaches across the HSCP, building on the learning from FNP, FGDM, Family Support and GIFSS (STRENGTHS principles and Voice, Validation and Hope)**



Partnership Priority 3: Supporting people in their communities



“The Transformation programme for children’s social care in Glasgow has resulted in almost fewer than 500 children in foster and residential care, a third of the total in 2016, and a 60% reduction in the numbers of children entering care. A spin off has been a remarkable 70% reduction in placement moves for children in care. These changes have been accompanied by and have facilitated a doubling of expenditure on family support. **This has been based on a recognition that services were too focused on moving from risk to removal, rather than on reducing risk while maintaining existing relationships.**”

(Bywaters et al., 2020, p.51)

Partnership Priority 3: Supporting people in their communities

Number of Looked After and Accommodated Children 2016-2024



Partnership Priority 4: Strengthening communities to reduce harm

- **Family Support Strategy** refresh and increased investment in third sector services
- **Community Mental Health Supports**, with 4287 children and young people accessing a range of supports in 23/24, including Youth Health Service, Compassionate Distress Response Service, Networking Team, LGBTQIA+ targeted support, and online platforms
- **Scottish Child Interview Model (SCIM)** –Glasgow identified by the national team as one of the few successful sites in embedding evaluation framework
- Refreshed **Child Protection Guidance**, aligning with GIRFEC and the Promise, addressing structural inequalities and working with families strengths

Partnership Priority 5: A healthy, valued and supported workforce

- Staff engagement events, focusing on developing a **culture of care** and a focus on wellbeing
- **Staff induction and mentoring programme**
- **Child Protection Practice Development Forums**
- Cascading of key findings from **Learning Reviews**
- **Supervision and team meetings**
- Protected **learning time**

Partnership Priority 6: Building a sustainable future

- **Investment in staff** – our biggest resource, with a focus on wellbeing, given that the experience of families at the frontline is the key leverage point for changing outcomes for families
- **Policy and funding alignment** to provide holistic support for families, with seamless pathways and ‘step down’ employability opportunities to build families’ confidence and resilience (Whole Family Early Intervention Fund)
- Focus on **transformational change and practice development** to achieve consistently high-quality practice
- Understanding needs in the context of **poverty, trauma and neurodiversity**

Future Service Plans and Challenges

Challenges

- Financial context and impact of savings, Cost of Living Crisis etc.
- National barriers – placement availability and challenges of recruiting foster carers
- Layering on of legislation and guidance

Opportunities

- Transformational change, staff investment and focus on consistently high quality of practice
- Preventative spend – Whole Family Early Intervention Fund