

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

Karen Dyball
Assistant Chief Officer, Children's Services and North-East
Glasgow City Health and Social Care Partnership

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

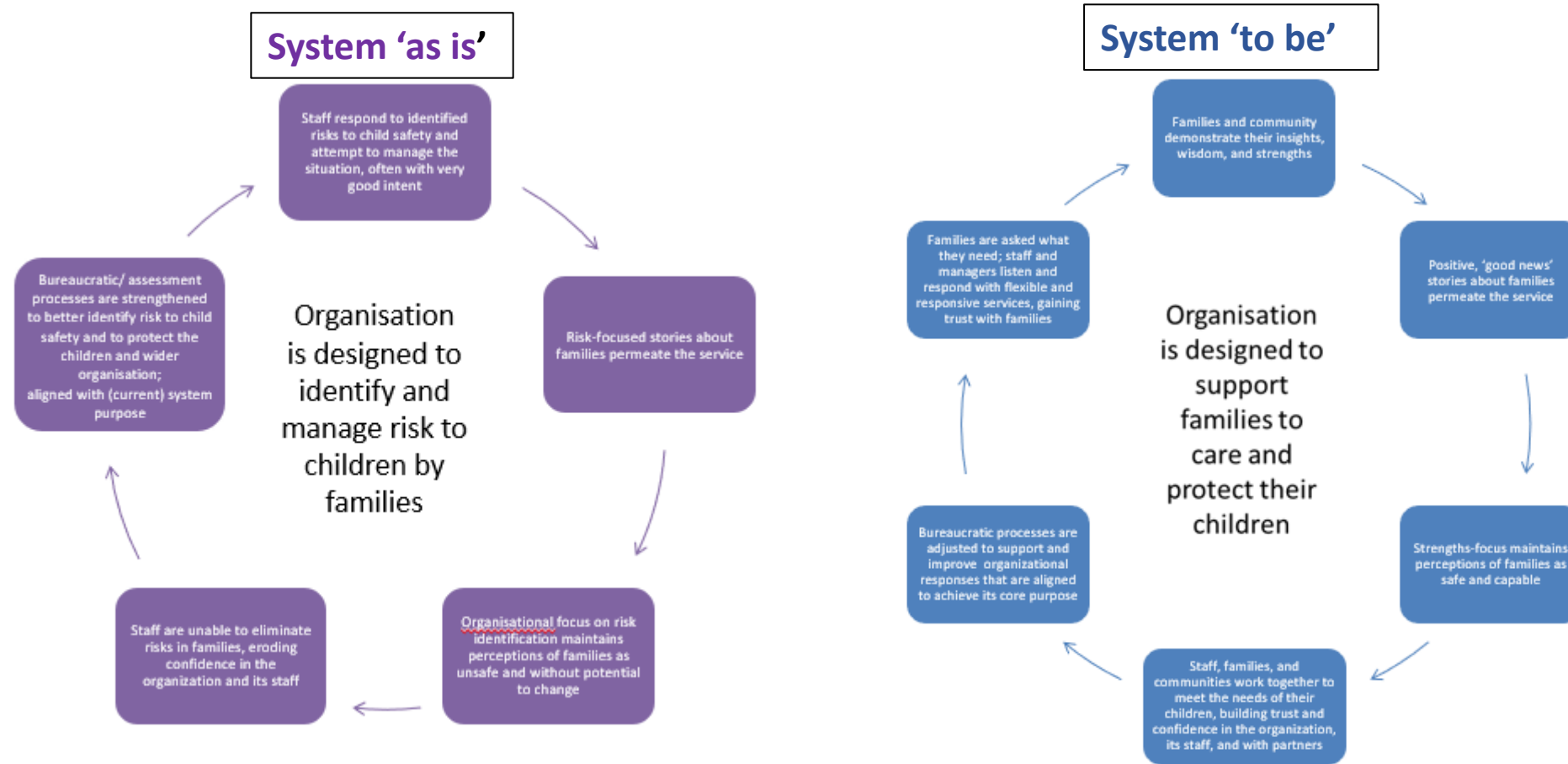
Partnership Priority 2: Supporting greater self-determination and informed choice

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

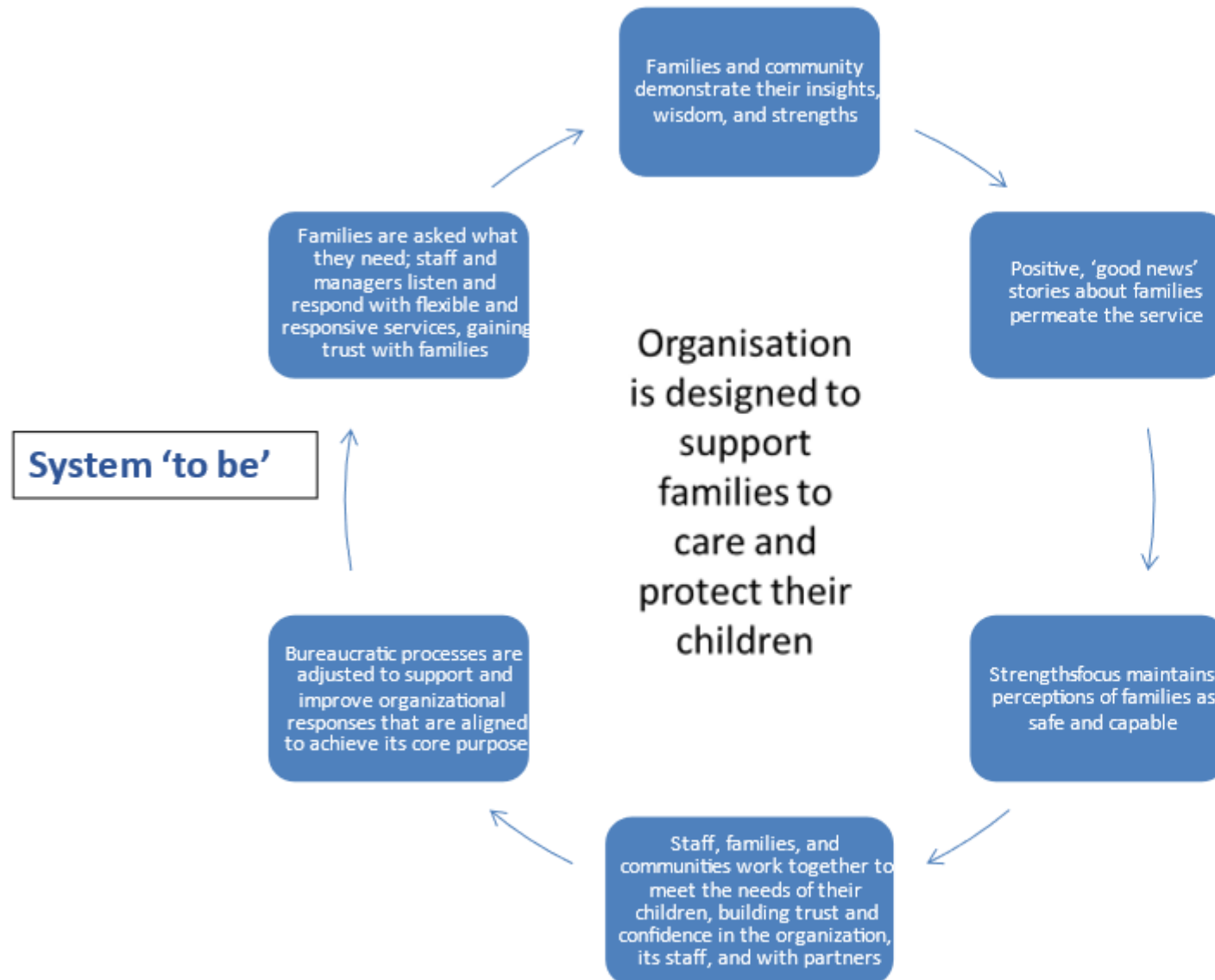
- **Promise Participation workers**
- **Integrated Children's Service Plan** – creative engagement with **over 200** young people
- **Family Support Strategy refresh** – engagement with families and third sector
- Re-establishment of **Champions Board and Champs Board**
- **16+ review** integrating voice
- **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

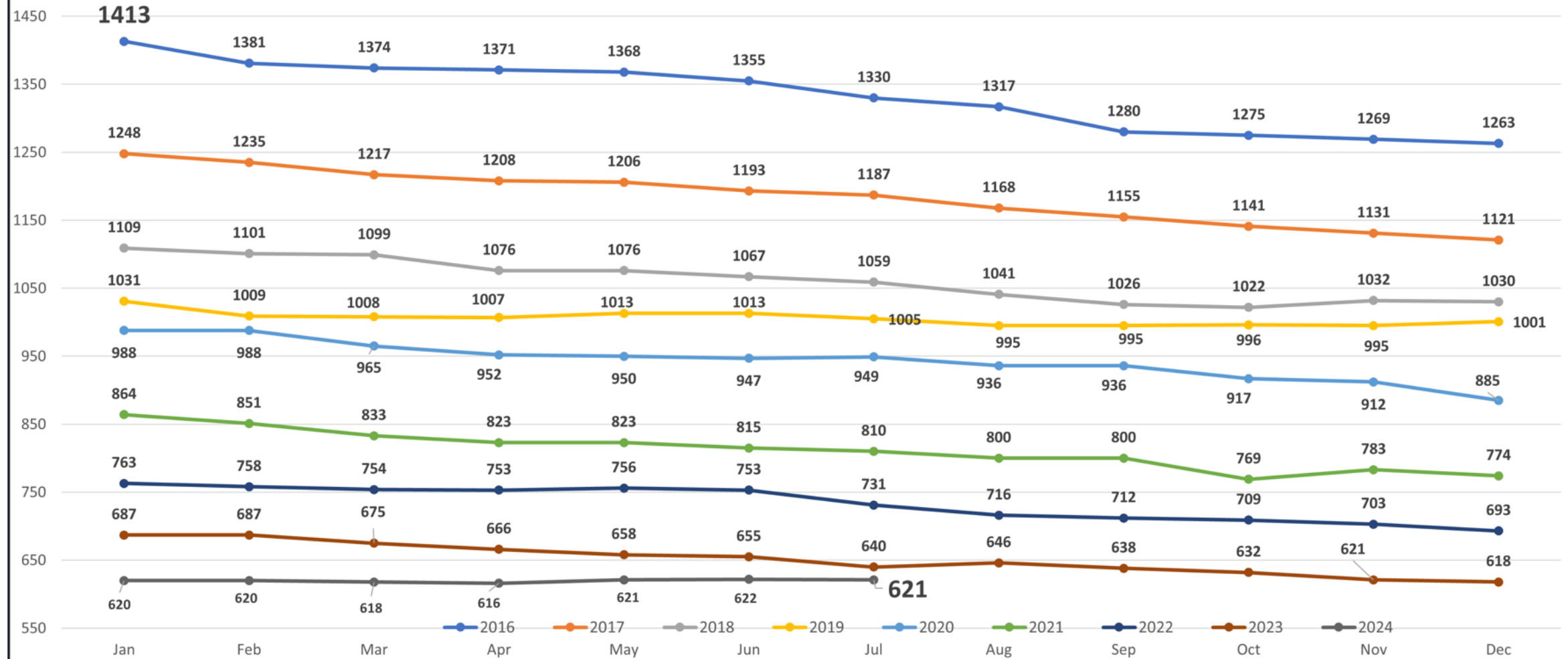


“The Transformation programme for children’s social care in Glasgow has resulted in almost fewer than 500 children in foster and residential care, a third of the total in 2016, and a 60% reduction in the numbers of children entering care. A spin off has been a remarkable 70% reduction in placement moves 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