

Permanence and Care Excellence (PACE) in Highland

Highland is committed to reducing the timescales for children reaching their permanent destination by improving the process and improving decision-making. The Permanence and Care Excellence (PACE) programme launched in Highland on 28th April 2018. We started in **Caithness** on the request of the Head of Service at Highland Council; a small locality which faces many unique challenges. PACE in Caithness now has a full suite of multiagency staff involvement (Social Work, Health, Education, Legal, Panel Members and Reporter). Many tests of change are underway as we look to build our evidence for the impact of these changes. The Data Sharing Agreement between Highland Council and CELCIS has now been signed off – this will allow us to evidence success against our aims by using data. The key achievements to date include: QI methodology, test of change on 72 hour review, 6 week review, building a business case to look at a central belt social worker, mapping of key rural challenges. We will begin to evidence this across 2019 and have a plan for scaling up across Highland signed off.

Aim 2: Looked after → Permanence Recommendation

Baseline data collected for the two day PACE Launch in April 2018 indicated that, Highland-wide, it took on average 45 weeks for a permanence recommendation to be met. In Caithness this increased to an average of 72 weeks. We used this knowledge to inform our Aim 2.

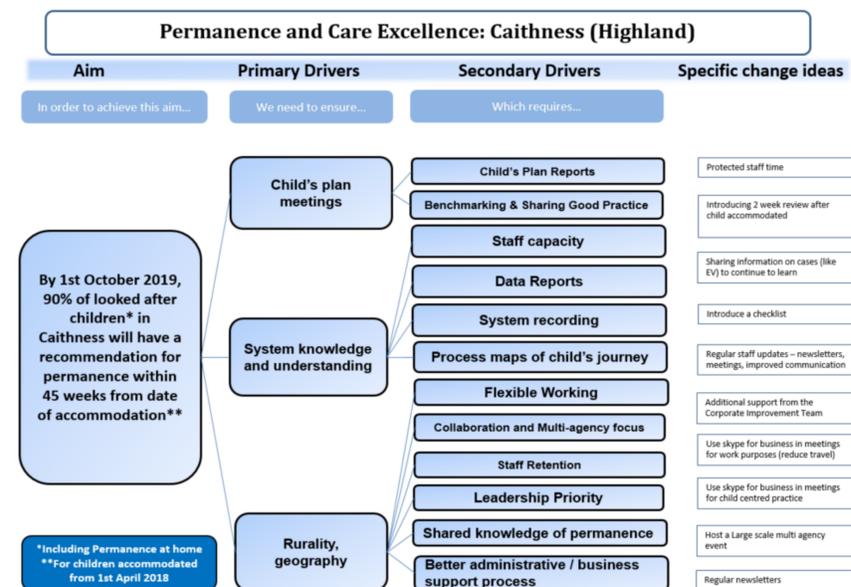
****Aim 2 is the first aim that we worked on in the two day launch. Aims 1, 3 and 4 came later on in our planning – as is often the way in PACE areas!****

Aim 2: By 1st October 2019, 90% of looked after & accommodated children will have a recommendation for permanence within 45 weeks of accommodation

This aim will include all children from 1st April 2018.

Driver Diagram

Bringing our multiagency team together, we developed our driver diagram for Aim 2.



PACE Highland Aims

Aim 1: By 1st October 2019, 100% of children looked after at home for more than 2 years from 1st September 2018 will undergo a peer review that will be fed back to the Service and Team Managers

Aim 3: By 1st October 2019, 75% of children who have had a recommendation for permanence away from home on or after the 1st September 2018 will be presented to the permanence panel within 12 weeks of the child plan meeting (CPM) that recommended permanence

Aim 4: By 1st October 2019, 60% of children who the ADM has approved a plan to lodge a permanence order will have the order lodged within 16 weeks of ADM sign off. This aim will include children from 1st September 2018

Next Steps?

- Develop more tests of change across all four aims and involving all agencies (health, education, SCRA, CHS, Social Work, legal)
- Evidence improvement with data
- Build a viable scale-up plan of PACE across Highland (once we have data to evidence improvement)
- Continue to learn from other areas
- Ensure that our investigation work informs test of change ideas, where appropriate (i.e. a central belt social worker)
- Share our learning with other parts of Scotland



April 2018: PACE Launch

May 2018: Two-weekly PACE Meetings underway

May 2018: Driver Diagram developed

From May 2018: tests of change developed

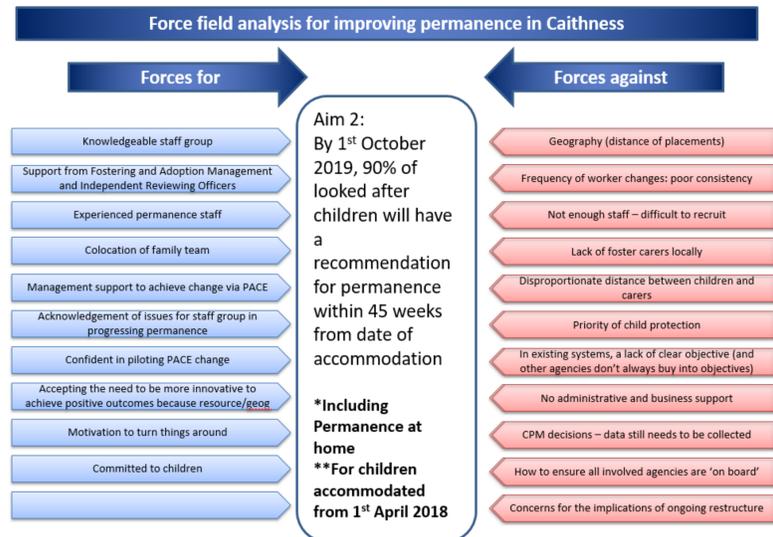
September 2018: all aims developed

September 2018: early results observed!

Early results and next steps?

Forcefield Analysis: Aim 2

In order to illustrate the factors which help us to achieve our aim and the key challenges we also face, we developed a 'Forcefield Analysis', which is as follows:



The Test of Change With The Greatest Leverage

We know that improvement often requires concentrated effort on a test of change which has the greatest leverage in the system. We changed the Child Plan meeting timescales, meeting aims and responsibilities of partners who attend the Child Plan meeting as below:

After becoming looked after, a **72 hour Child Plan Meeting** has been arranged and **chaired by a local manager** to identify immediate need (e.g.. contact) plan for activities, allocating actions, roles and responsibilities.

At the 72 hour meeting, **agree and confirm future dates for child plan meetings** at the **3 months** post being looked after and **6 month** post being looked after stages.

All relevant partners at the 72 hour review to **record future dates in diaries** with the full knowledge that **the meeting at 6 month post being looked after is committed to be making a permanence recommendation** (if one has not already been made before this date).

Early Results

Since 1st April 2018, five children were looked after and accommodated in Caithness. **Four children have a permanence recommendation away from family in less than 45 weeks and one child returned to family in less than 45 weeks.**

With Caithness being a small area, it takes a while for adequate data to become available to evidence improvement. As soon as more data becomes available, we will present these in run charts.

We have also begun to **embed an ethos of prioritising quality improvement methodology, collaborative working and a focus on decision-making and timescales** in a way that has never been in place in Caithness before. Similarly, we are **adopting practice and learning from local authority areas from across Scotland**; as facilitated by the PACE programme.