

## PACE Programme Change Ideas

For more information and resources that are linked to these change ideas, please visit the CELCIS website and Knowledge Bank.

The table below provides some key examples of "change ideas" that have been developed throughout the PACE programme.

They are specific ideas of new ways of working that have been tested and, if successful, implemented in PACE areas across Scotland.

The list is not exhaustive but hopefully it provides a flavour of some of the key change ideas that have been successful.

### Aim 1

Children who are looked after at home on a Compulsory Supervision Order for 2 years or more to have a review of their plan to determine if compulsory measures are still necessary

#### Change Ideas

- A checklist to be completed by a child's social worker when preparing for Children's Hearing that prompts discussion around the need for compulsory measures
- Use of a checklist when reviewing a child's file and permanence plan to help determine if compulsory measures might still be necessary
- Review of child's permanence plan via: face to face peer review; remote file audit peer review; Team Around The Child Meeting
- SCRA given two weeks' notice in advance of children who are likely to become accommodated outside of their family upon birth
- Use of an aide memoire for social workers on the roles and responsibilities of those in the hearing system.
- A robust review process with clear timescales for children who are looked after at home
- Review cases where children ceased to become looked after at home (to learn from what worked well in order to remove compulsory measures)

#### Webinars:

PACE and Permanence

PACE and QI

Aim 1

Legal side of permanence



## **Aim 2**

Accommodation to permanence recommendation

### **Change Ideas**

- A set agenda for the 72-hour planning meeting
- Hold a Looked After Child Review or planning meeting 2 weeks from the date a child becomes accommodated. This is in order to discuss permanence at an early stage and to put timescales and supports in place for the completion of assessments.
- New style Parenting Capacity Assessment
- Use an outcomes-based approach to assessments and reports
- Children who have a permanence plan for kinship care have a formal permanence recommendation made regarding this plan, in line with other looked after and accommodated children
- Permanence leaflet to support a discussion with children on the definition of permanence.
- A social worker other than the child's social worker completes an assessment of potential kinship carers
- Legal advice to be sought and given before a permanence recommendation is made
- Using a Referral Form to request legal advice on child's permanence plan
- Health assessment checklist to be taken to the forum where a permanence recommendation is made
- Children in kinship care follow the same review and decision-making process as other accommodated children
- Removal of a "Ratifying" Looked After Child Review once the permanence recommendation has been made to
- Use of an Excel tracker from the date a child is accommodated to date of permanence recommendation forum to ensure all key decision-making dates are known and in diaries in order to meet agreed timescale
- Permanence plans reviewed by independent reviewer
- The use of a child-centred checklist in hearings, led by the panel chair, with guidance notes.
- Using a timeline to illustrate a child's journey in decision-making meetings (children's hearings and permanence panels)

### **Webinars:**

PACE and Permanence

PACE and QI

Aim 2

Integrated Assessment Framework

Legal side of permanence

Looked After Children at Home

Timelines – Why? And Timelines – How?



### **Aim 3**

Permanence recommendation to Permanence Panel or Agency Decision Maker's Decision

#### Change Ideas

- Establish a Kinship Care Panel for approval of child's plan as well as approval of kinship carers
- Cease use of Form E part 2
- Cease use of CAPR
- Reduction in the number of reports produced for Permanence Panel, whilst still ensuring all relevant information is still available
- Increased responsibility for Agency Decision Makers to re-present children to a Permanence Panel within certain timescales
- Standardised process for cancelling a Permanence Panel
- Take a child's case to Permanence Panel without a link or match being identified
- Children in kinship care follow same review and decision-making process as other accommodated children
- Draw out a clear process map, with timescales and roles and responsibilities, so that everyone in the local authority knows the process to follow
- The above process map shared at the end of the looked after child review
- Using a timeline to illustrate a child's journey in decision-making meetings (children's hearings and permanence panels)

#### **Webinars:**

PACE and Permanence

PACE and QI

Aim 3

Legal side of permanence

Kinship Care and Permanence

PACE and Kinship



## **Aim 4**

Agency Decision Maker's Decision to an application for a court order being lodged in court

### Change Ideas

- Applications for Permanence Orders to follow the same procedural timescales as Permanence Orders with Authority to Adopt (which have legislative timescales)
- Greater quality assurance of section 80 report (for Permanence Orders and Permanence Orders with Authority to Adopt) by social work managers before it is sent to solicitors
- Setting a timescale in which revisions to section 80 report between Social Work and Legal Services must be completed
- Illustrating new timescales in a process map, and sharing this with teams to be routinely followed
- Use of a tracking spreadsheet to see if section 80 report revisions are with social workers or solicitors
- Protected time away from other responsibilities for social worker to complete section 80 report
- Mentoring for social workers who have not had much experience of completing section 80 reports
- Training by solicitors for social workers on the purpose of the section 80 report and advice for its completion
- Recorded delivery of notification for Advice Hearings
- Building a focus on lodging an application into supervision / 1:1s for all staff as normal practice
- Ensuring the same solicitor is involved from the substantive looked after child review to having the permanence order lodged
- Having an early meeting between social work, legal and team managers to make a plan to address the 'sticky issues'

### **Webinars:**

PACE and Permanence

PACE and QI

Aim 4

Legal side of permanence

Assessment and Report Writing



## All Aims

### Change Ideas

- Have timescales for all parts of a child's permanence planning process
- Have a system in place to prioritise and listen to the needs of all children, regardless of age or ability to participate
- Gather feedback from young people who have experienced care and ensure the views of children are heard within permanence processes
- Standardised permanence policies and procedures in line with legislation, guidance and positive practice, with timescales
- Permanence plans for all looked after children, regardless of where they are living (foster care, kinship care, residential care, etc.)
- Permanence policies that focus on early engagement, early permanence and improving the quality of care
- Reviewing cases of children which have significantly exceeded timescales and those where decisions were made timeously to learn from what worked well and what could be improved upon
- Use data to show how quickly or otherwise children are having recommendations and decisions made about them (run charts) and also to show how many children are still waiting for such recommendations and decisions to be made about them (bar charts)
- Concurrency Planning or twin tracking to avoid delay
- An Independent Reviewing Officer who is consistent for the child throughout their journey and who takes ownership and exercises leadership in driving the child's permanence plan
- Seek legal advice on a child's permanence plan at the earliest possible opportunity
- Permanency mentoring or coaching to support frontline practitioners
- Use one report from child's accommodation to application lodged (using statutory headings contained in section 80 report)
- Health Visitors contribute to contact assessments
- Child development and Permanence training to panel members and frontline workers to increase knowledge and understanding of permanence
- Permanence training to frontline workers on legal thresholds and tests for permanence, and consider making this compulsory in line with child protection training to raise the profile of "permanence"
- Earlier health involvement in all aspects of children's journeys through care
- Use of a template for recording observations and assessment during supervised contact
- Use of a visual timeline for children's journeys through care to be used in decision making processes
- Introduce a wellbeing baby tool Use of Family Group Decision Making at the earliest possible stage
- Regular communication with staff to outline changes and engage staff in change processes
- Leadership commitment to testing changes and reducing drift and delay
- Assign specific work stream leads to permanence milestones (Aims Groups)



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**Webinars:**

Engaging Children and Young People

Concurrency planning

Timelines - Why

Timelines - How