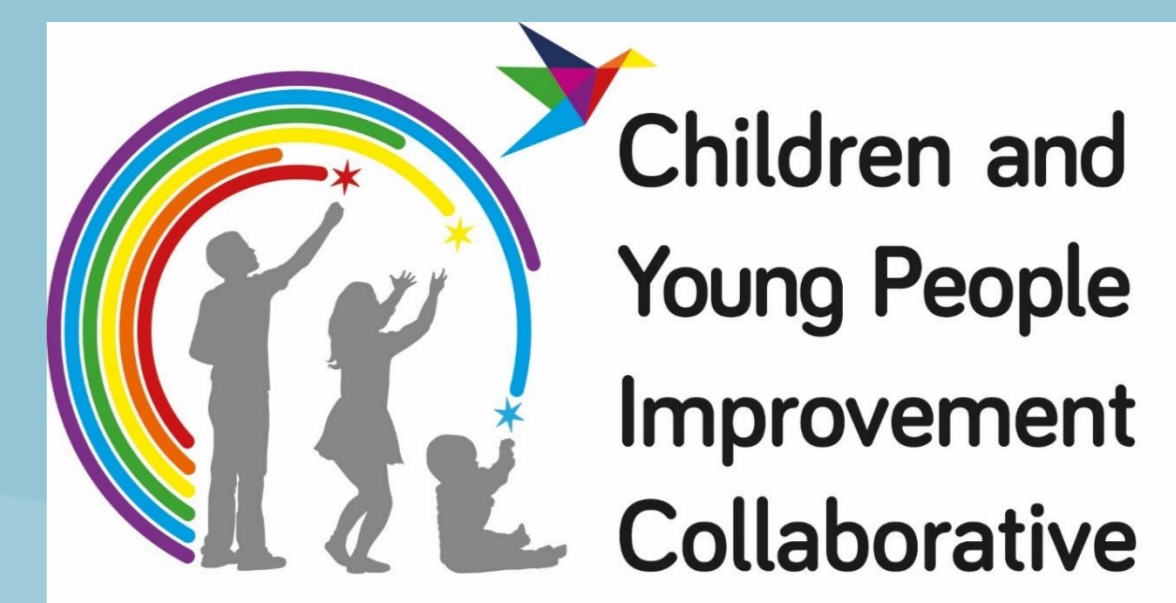


# Moray PACE Improvement Project



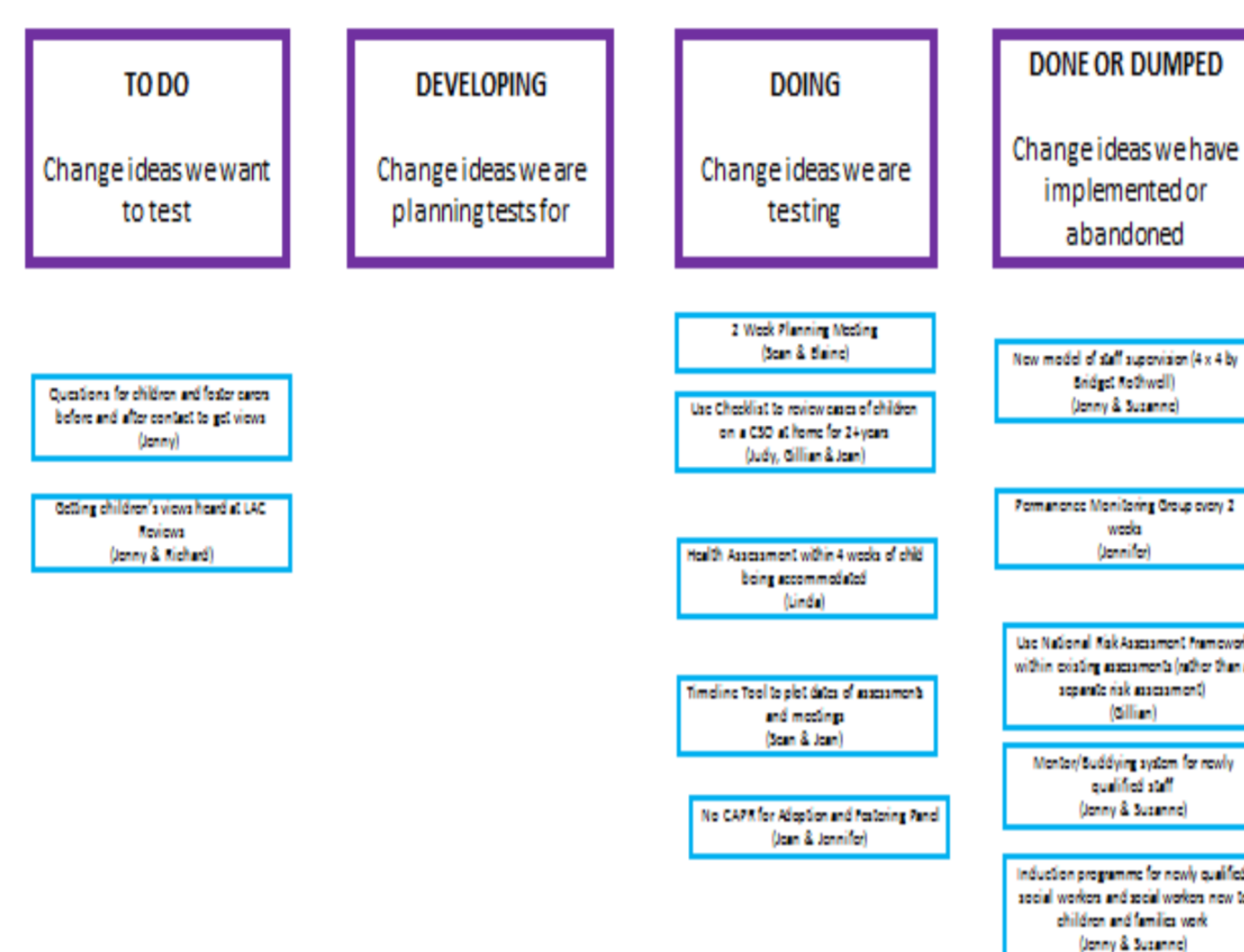
## Permanence and Care Excellence (PACE)

Permanence and Care Excellence is a whole systems approach to reducing drift and delay in the journey to permanence for looked after children and young people. PACE applies Quality Improvement methodology, to ensure that decisions about permanence for children and young people are made without delay and drift.

- Working together with the Centre for Excellence for Looked after Children in Scotland (CELCIS) and the Scottish government, Children and Families Social Work Services together with Health services, the Scottish Children's Reporter Administration and Children Hearing Scotland have identified 4 key aims for improvement: -
- Aim 1: By 30 September 2018, 100% of children looked after at home for more than 2 years from 01 June 2018, will undergo a routine audit that will be reported to the Service & Team Managers.
- Aim 2: By 01 Dec 2019, 85% of looked after & accommodated children, accommodated on or after 01 Feb 2019, will have a recommendation for permanence within 30 weeks.
- Aim 3: By 01 Dec 2019, 60% of children who have had a recommendation for permanence away from home from 01 Feb 2018, will be presented to the Fostering & Adoption Panel within 15 weeks.
- Aim 4: By 01 Dec 2019, 60% of children from 01 Feb 2018, who have an agency approved permanence plan to be secured via a Permanence Order, will have the order lodged within 16 weeks of the agency decision date.

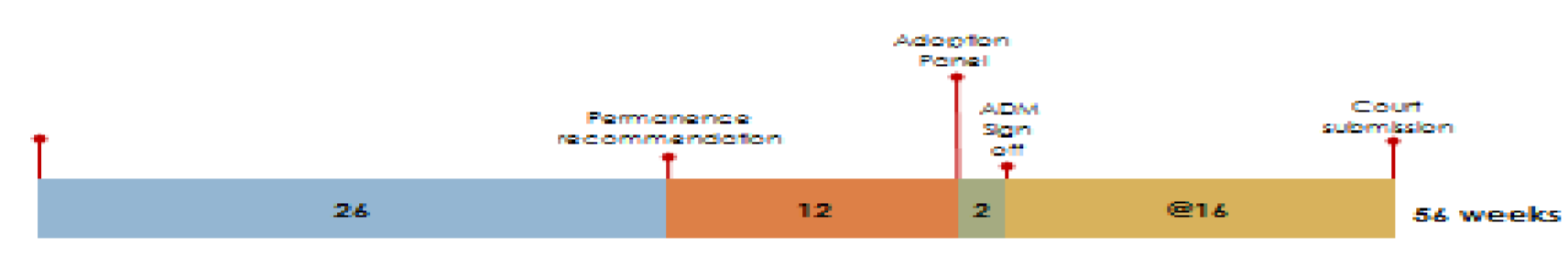
## Method

PACE is a national improvement and the Moray PACE group have taken learning from other PACE groups. A data review of the initial Moray systems and processes were undertaken to get a base line. Aims were taken from the national programme with Moray timescales.



## Process Change

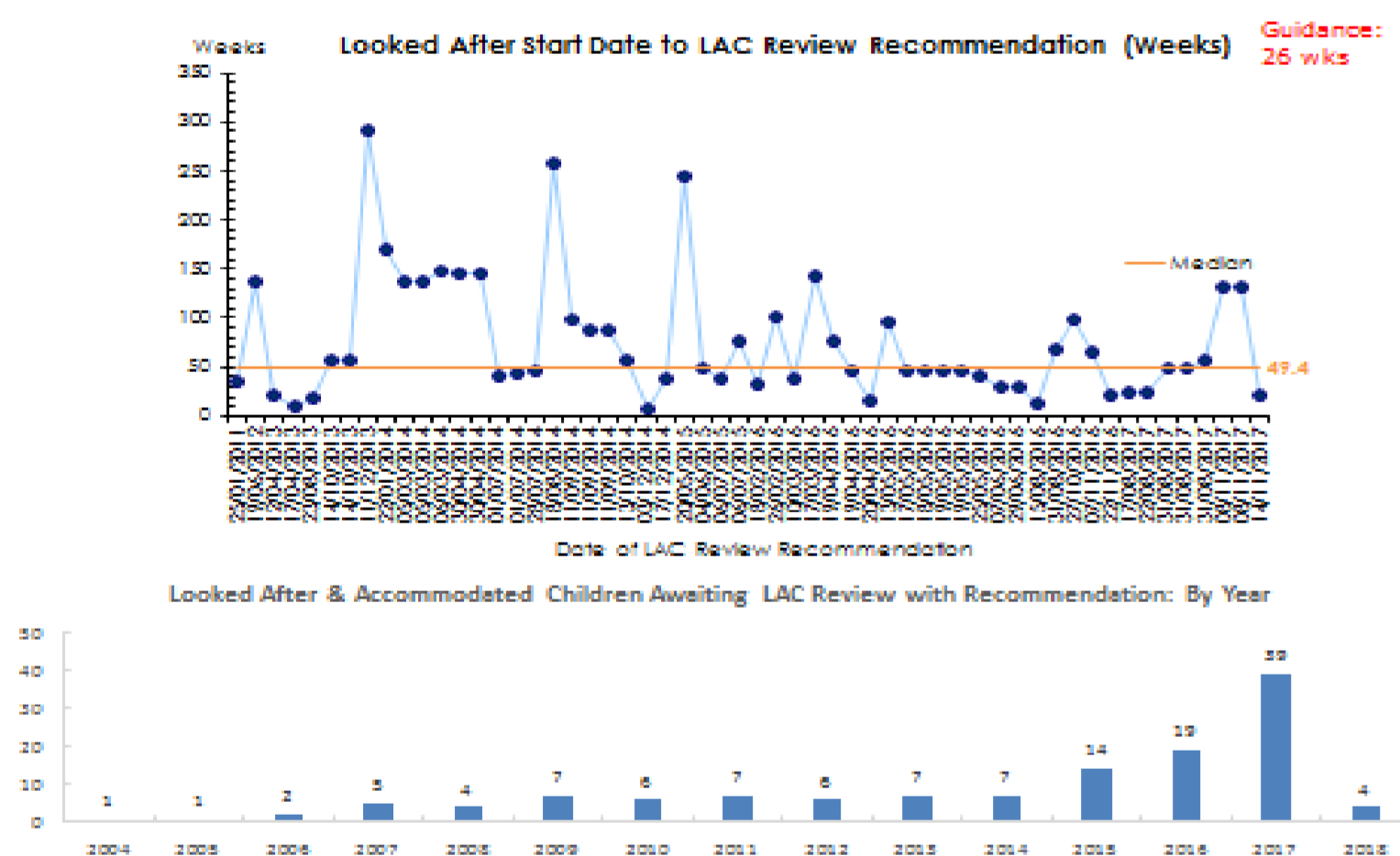
**Guidance on permanence timescales:**  
Note: there may be a significant period of time before a child/ young person is accommodated



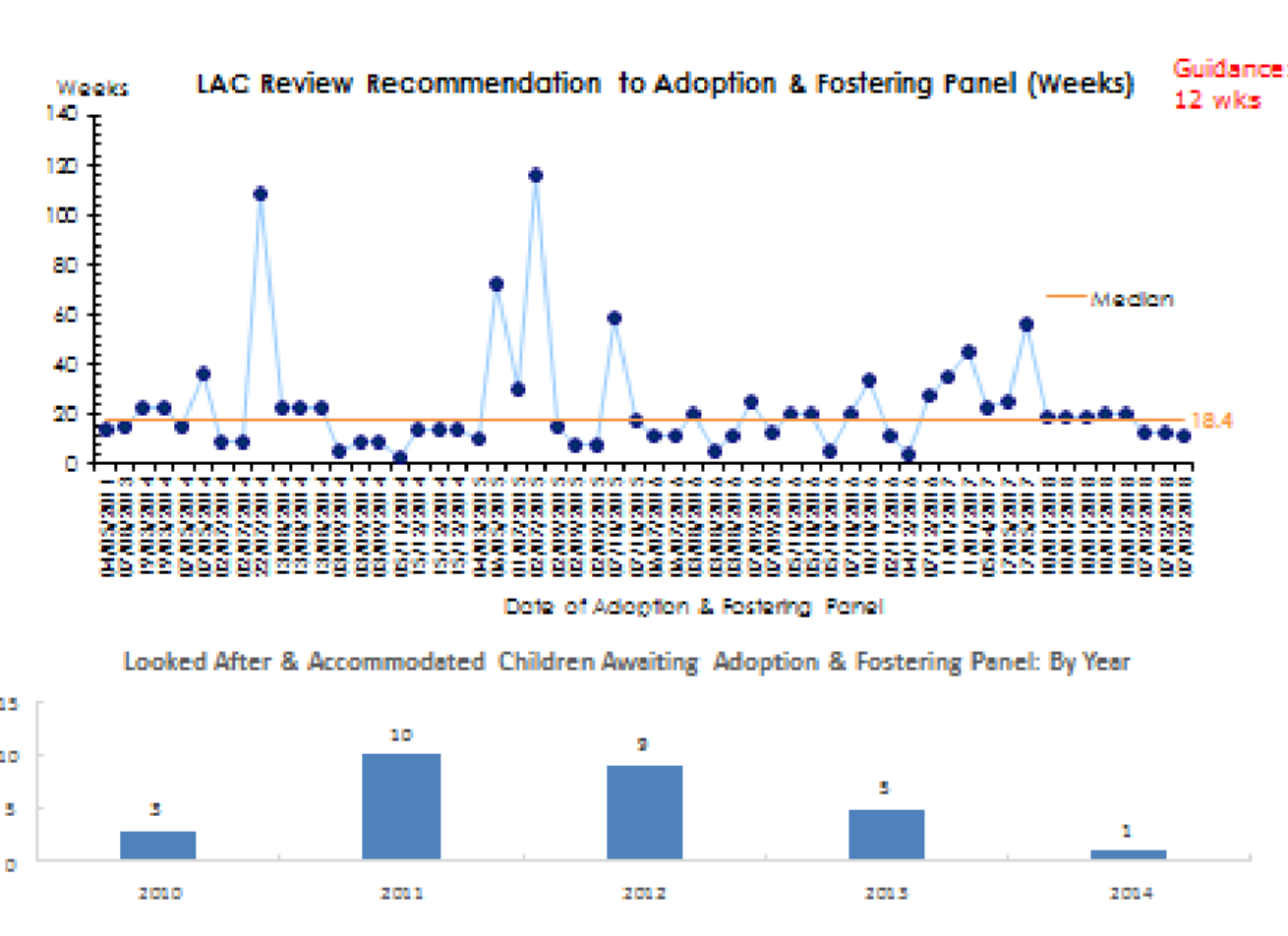
It would normally be expected that within a timescale of six months there should be a clear picture of the direction for an individual child!

Process	Weeks	Guidance source
Accommodation to Permanence recommendation	24 weeks	Guidance on Looked After Children (Scotland) Regulations 2009 and the Adoption and Children (Scotland) Act 2007
Permanence recommendation to adoption panel	12 weeks	National Care Standards: Adoption Agencies Standard 5.1
Adoption Panel to ADM sign off	2 weeks	Adoption Agencies (Scotland) Regulations 2009, Regulation 13(1)
ADM sign off to court submission	14 weeks	Adoption Agencies (Scotland) Regulations 2009, Children's Hearing Rules

### Measure 1



### Measure 2



## Achievements

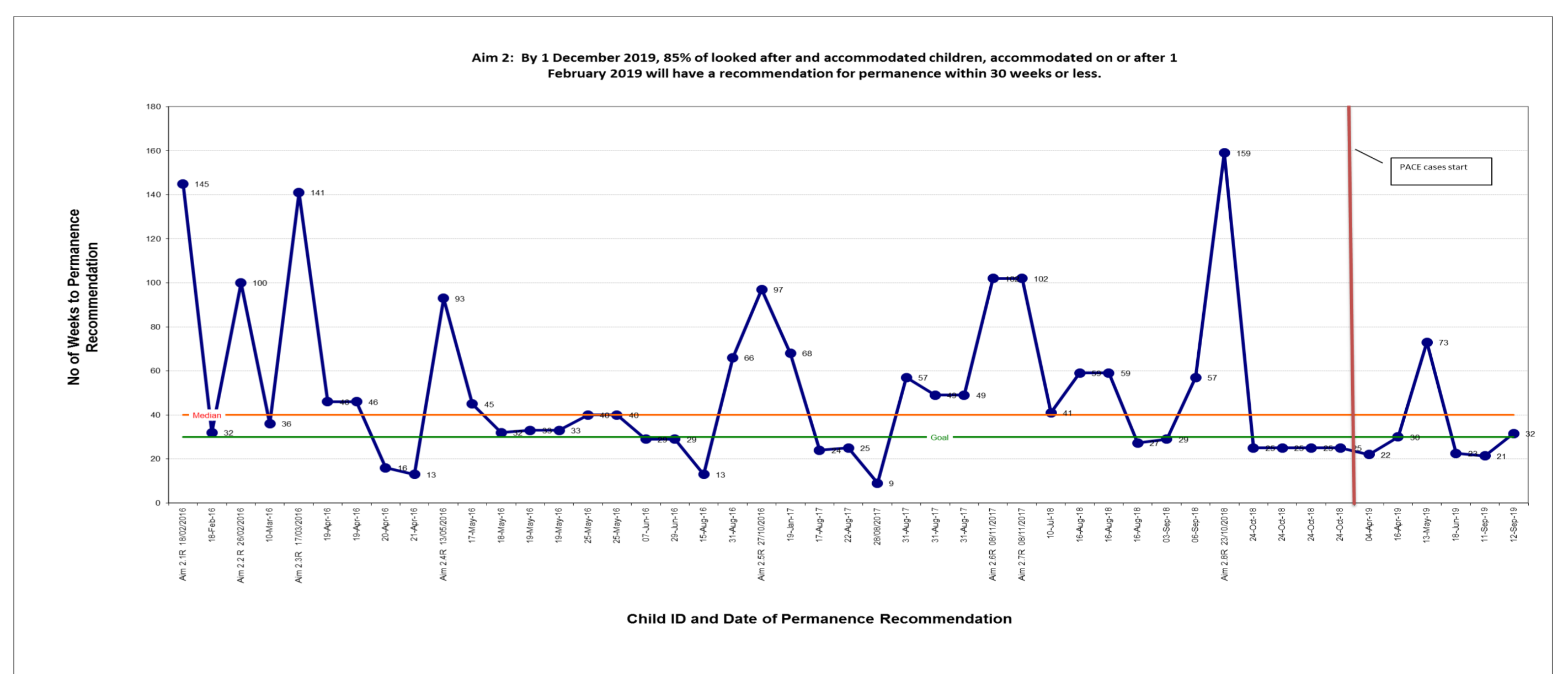
- Practitioners in PACE have a better understanding and application about changes that result in improvement.
- Early indications of changes in the process have made a difference in reducing delay and drift.
- QI has become an embedded way of working within other parts of the Child Protection System.
- Improvements in practitioners quality of decision making around risk and permanent care destination

## Key Learning Points

- It was difficult to get momentum due to the unusually low numbers of children and young people going through permanence at the start of the PACE project.
- Early group structure and governance arrangements had to change as the project went on which resulted in slowing progress.
- Not everyone that was part of the test of change understood the model of Improvement.
- The work of PACE has identified the need to better consider family based care arrangements as part of the permanence process.
- There is the opportunity to take the learning from PACE and apply it to the wider system

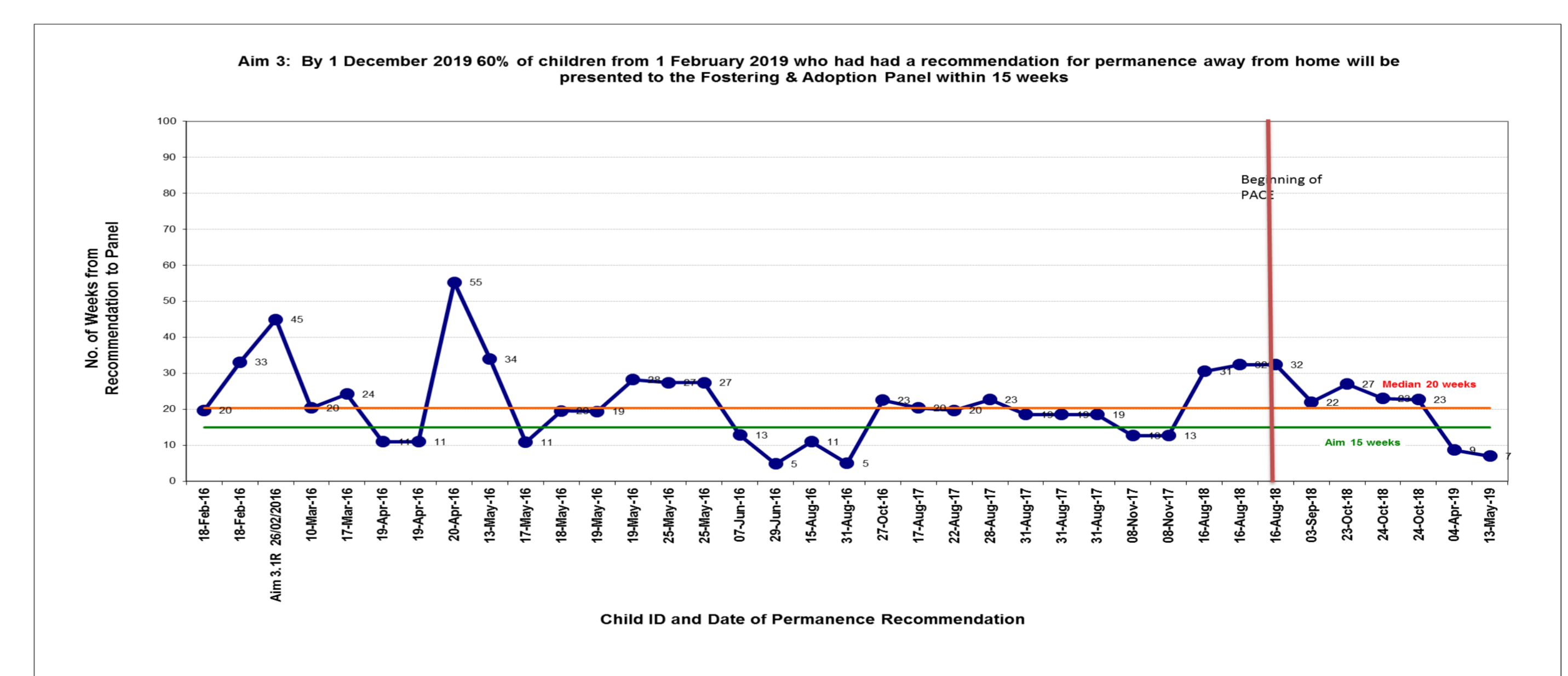
## Results

A timeline checklist has also been developed up to trigger a reminder when a case reaches the 15 week point which is half-way through the time set for aim 2. There are early indications that children have a recommendation of permanence within 30 weeks.



For Aim 3 a test around having a 2 week planning meeting with the team around the child after the 72 hour meeting is in its 3rd PDSA cycle. Early indications are this has helped assessments to be completed more timeously and more focused on outcomes for the child/young person.

Families have also felt better listened to as well as helping to understand the process.



## Conclusion

Although there has been relatively small numbers of children who have been subject to the permanence process since the start of PACE the data collected would suggest that the improvements/changes that have taken place are working.

Perceptual feedback from practitioners is positive that these changes are making a difference, which in turn will improve outcomes for children and young people. Feedback from families have also indicated that they have felt more involved and had a better understanding of the process, as a result of the improvements.

## Scale / Spread

Aim 2 and 3 are entering the final cycle of PDSA and the next steps will be to go through the study phase, study the findings with a view to scaling up. Learning for practitioners in other teams is also being delivered to help support this scale up.

Early on in the process it was identified that Aim 1 and 4 were already part of existing processes and were implemented after one PDSA. However these aims continue to be monitored to ensure they still are within the designated timescales.