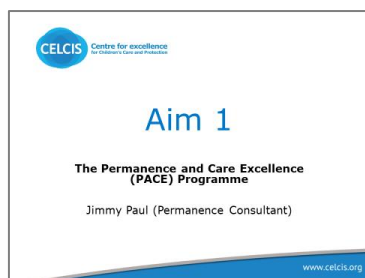


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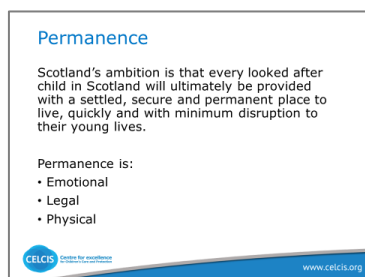
Title: Permanence and Care Excellence Programme: Aim 1

Speaker: Jimmy Paul, Permanence Consultant, CELCIS

You are watching a webinar about the PACE programme from the delivery team in CELCIS, at the University of Strathclyde. PACE is a Quality Improvement programme aiming to reduce drift and delay in permanence planning for looked after children. These webinars were recorded in the spring of 2020, so please be aware that key changes in legislation guidance and practice may have occurred since this time.

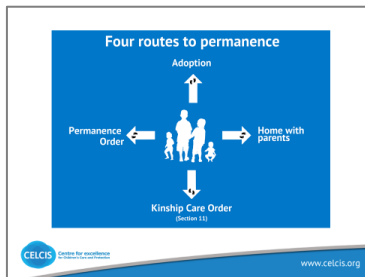


Hello there, my name is Jimmy Paul, I'm a Permanence Consultant at the Centre for Excellence for Children's Care and Protection and this is the Aim One webinar for the Permanence and Care Excellence programme.

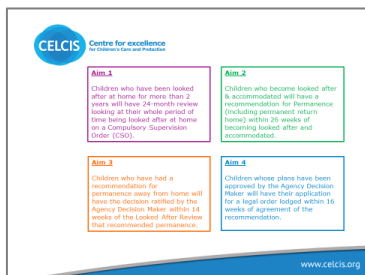


Scotland's ambition is that every looked after child in Scotland will ultimately be provided with a settled secure and permanent place to live, quickly and with minimum disruption to their young lives.

There are three elements to 'permanence': the first is emotional - so how loved and claimed do children feel, what is their sense of belonging in their situation; the second is legal, are they legally secured for permanence; and the third is physical - where is it physically that they're living, and is that the place that's going to give them their emotional permanence.



There are also four routes to permanence, and something that's important to stress - certainly when working with families and parents - is that if it is safe to do so, we want children to live at home with their parents. That might be after some extra support is put into place or there is some 'rehabilitation' and ideally that is what would happen. If it's not safe for children to be looked after at home, they can be secured on a kinship care order, with family or friends; they can also be secured on a permanence order; and they can also be adopted. So those are the four routes to permanence.



There are four National Aims in total and there will be separate webinars for Aim Two, Aim Three and Aim Four - and today we're going to focus on Aim One.

Children who have been looked after at home for more than two years will have a 24 month review looking at their whole period of time being looked after at home on a compulsory supervision order. I'll explain this in more detail in the coming slides.

What is Aim 1?

- The 'no order' principle
- Ensuring children and families aren't involved in the hearings system if it isn't necessary
- ...whilst making sure that families receive all the support they need
- **Children's Hearings (Scotland) Act 2011**
- "The paramount consideration is the welfare of the child"; **Children and Young People (Scotland) Act 2014**
- **Permanently Progressing**, and other research, clearly shows that children looked after at home on a CSO experience too much drift and delay (**Whincup et al., 2019**)

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So what is Aim One? The no order principle exists to make sure that children and families aren't on an order if it isn't necessary for them. So this is addressed by Aim One. We are reviewing children's situations to make sure that they're not on an order if they don't need to be. Being on an order, of course means involvement in the Hearing System, so Aim 1 is making sure that children aren't on an order if they don't need to be, make sure they're not unnecessarily involved in the Hearing System. We also want to make sure that children still and families still receive all of the support that they need though so a CSO might still be the right option for them.

All of this is underpinned by the Children's Hearing Scotland Act (2011) and the paramount consideration needs to be the welfare of the child in all of the decisions that are made.

And we know through research, [Permanently Progressing](#) led by Helen Whincup, and also research completed by [SCRA](#) and [CELCS](#), clearly shows that children looked after at home on a CSO experience too much drift and delay and that better planning is needed for these children and for these families.

The Importance of Aim 1

Aim 1
Children who have been looked after at home for more than 2 years will have 24-month review looking at their whole period of time being looked after at home on a Compulsory Supervision Order (CSO).

- The purpose of Aim 1 is to ensure that **all children on a CSO at home have a review to determine if a CSO is the correct plan for the child.**
- Many local authorities do have a process for this, but many did not. So it emerged as something we wanted to address in PACE.
- CSO's aren't designed to be a long term measure
- Children need legal permanence which, with good planning, should support physical and emotional permanence

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I've already alluded to this and I'll stress it clearly here the purpose of Aim One is to ensure that all children on a CSO at home have a review to determine if a CSO is the correct plan for the child. We are not necessarily looking to remove the CSO, that's not part of the aim, but it is important to make sure the plan that is in place is the correct plan for a child.

Some local authorities do have a process for this, but many did not have a process for this, so it emerged as something we wanted to address through PACE. We know that CSOs aren't designed to be a long-term measure and children need legal permanence which with good planning should support their physical and emotional permanence as well. So this is why Aim One is important.

Examples of Aim 1

<p>By DATE, 100% of children looked after at home for more than 2 years from DATE will undergo a peer review that will be fed back to the Service and Team Managers.</p>	<p>By DATE, 100% of children who are looked after at home for more than 18 months on DATE (NUMBER of children) will have a review to determine if a Compulsory Supervision Order (CSO) is the correct plan for the child.</p>	<p>By DATE, 100% of children who are looked after at home for more than 12 months on or after DATE will have a review to determine if a Compulsory Supervision Order (CSO) is the correct plan for the child.</p>
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We're going to share some examples that have been used by three different local authorities across Scotland, all have been anonymised, and the first is this: by 'date', a certain percentage of children looked after at home for more than 18 months on date, will have a review to determine if a CSO is the correct plan for a child. So even though the National Aim is for 24 months, one local authority chose to do this at 18 months. Other local authorities have chosen to do this at 24 months and others have chosen to do this at 12 months. So what you'll see in these three different examples is reviews expected at different times to suit the individual challenges and needs of local authority areas.

So they've tailored these aims, and of course you can do less frequently than 24 months if that suits and it needs to be guided by your data. But the other difference I want to pick up on is some areas have chosen to do a review involving the reviewing officer and others have chosen to do things like peer reviews where they bring together staff in a locality and they support each other using an ethos of coaching to understand what it is in the children's plans, and what might be missing.

Aim 1: For Those Currently at Home on a CSO

Attending to those who have experienced drift and delay:

- Regular meetings of a dedicated 'Aim 1' group
- Undertook a 'Peer Review Day'
- Coproduced an Aim 1 checklist (CHS / SCRA / SW input)
- System alerts (with enough time for meetings to be organised!)
- Run a CSO workshop for social workers
- Developed a child-centred Children's Hearings Checklist
- Set up peer support sessions
- Set up a sub group of social workers and panel members who carried out a decision-making survey
- Wrote an advice document for social workers preparing their recommendation for a hearing
- Appointed a reviewing officer for all children looked after at home
- Now review all children looked after at home every 6 months, business as usual

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For those looked after at home on a CSO it's really important that we attend to those who have already experienced drift and delay in their care experience.

All of the below are examples of things that people have done in different areas. Holding regular meetings and sustaining that focus on aim one is crucial to making sure that all of those children have the correct plan.

Undertaking a 'peer review day'. An ethos of coaching and peer support is crucial whilst also making sure you're maintaining the focus on Aim One. Co-producing an 'Aim One checklist': with input from CHS, SCRA and social work, teams in one area co-produced a checklist which you can go through to make sure that you've considered all of the key points relating to the child's plan and that looks at things like if the grounds are still relevant, if the family situation is still the same and therefore building a really good, up-to-date recommendation.

Building in system alerts; so making sure that again, depending on what your aim is - is it 12 months or 24 months or 18 months or something else? Building in system

alerts into the information management system which prompts meetings to be organized so making sure that this happens with enough time to get the meeting in the diary. That is really crucial in maintaining the focus for Aim One.

Running a CSO workshop for social workers: again, with the ethos of coaching and support, but also an opportunity to upskill social workers. Making sure everyone knows what Aim One is and why it is a key focus. So some of this relates also to upskilling new social work staff who might be new to Aim 1, might be new to PACE and permanence planning.

Developing a child-centred Children's Hearing checklist: a Panel member in one area developed a checklist, and it's since been tested in many other local authority areas. This checklist centres on the child and their experience in what can often be a really difficult experience for them, for families, and of course for staff too. So this checklist makes sure that we keep to task, that every key element of what should be heard in a hearing is heard but also that it is done in a way that puts the child at the very centre.

Setting up peer support sessions: I've already alluded to this in the peer review day but that ethos of regular peer support and coaching to make sure that you've considered all of the key things, and the reports and the plan is up to date.

Setting up a subgroup of social workers and panel members to carry out a decision-making survey that allows teams to understand what is really going on in our system at the moment, and to do 'deep dives' to further build our understanding of our system so that we can make the changes .

Writing an advice document for social workers preparing their recommendation for a hearing: so lots of what you see in this slide will be included in our legacy resources on the website and this is one of those things. One of the consultants at CELCIS working with a local authority area wrote up an advice document for social workers. We know that social workers can be worried preparing their recommendations for a hearing and this advice document guides them to make sure that they've considered all of the relevant information and boosts their confidence.

Appointing a reviewing officer for all children looked after at home – this is self-explanatory - and reviewing all children looked after at home every six months treating that as business as usual. Again, regularly reviewing and making sure that the culture and ethos of regular review is embedded into local authority practice.

Aim 1: Preventing Future Drift and Delay

Preventing future drift and delay:

- Once all reviews are completed...
- A clear, established process with timescales and alerts
- Excellent communications
- Strong connections across social care, health, education, CHS, SCRA and local authority legal teams
- Regular meetings of an 'Aim 1' group to sustain this focus

The other element of Aim One, once you have attended to those who have experienced drift and delay and you've completed all of those reviews, is to try to *prevent* future drift and delay.

Building in a clear, established process with timescales and alerts is crucial. So if a child becomes looked after at home on a CSO, you've already mapped out their journey in terms of when meetings and reviews are going to happen rather than kind of reacting to it as we may have done in the past.

Having, maintaining, building strong connections across social care, health, education, CHS, SCRA and local authority legal teams now that is crucial as well. Making sure that we're sharing information in a really timely fashion, but also that we've got good relationships and connections that's absolutely crucial as well, and hosting regular meetings of an Aim One group to sustain this focus.

You're having regular meetings, you are reviewing the data from a more kind of structural, macro perspective from PACE, so you're bringing staff together, you're making sure that you're on the ball - that's been absolutely crucial as well to prevent that drift and delay.

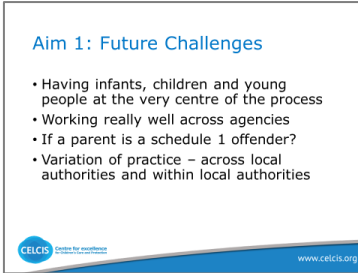
Vital Themes

- Regular meetings focused on the child's experience and up to date, accurate data
- Clear planning is crucial
- Using quality improvement methodology to test changes and then scale them up...
...then building changes into the system
- A supportive culture (with a permanence focus in mentoring, coaching and 1:1s)
- A clear and defined process, with timescales and alerts at relevant points

So what I've done next is pick out some 'vital themes', some of the things that are absolutely crucial for Aim 1. I've alluded to all of these but I'll stress them again in this slide. Regular meetings focused on the child's experience and up-to-date accurate data, clear planning, using quality improvement methodology to test changes and scale them up, and then building those changes into the system so that any child any family can expect the same good experience reducing drift and delay.

Building a supportive culture with a permanence focus in mentoring sessions, coaching session and also in one-to-ones. I've worked with a local authority area that built a checklist for their one-to-ones and for supervision and included permanence planning in that checklist as a test of change. So making sure that there is a really supportive culture focused on permanence, to make sure that this is on the agenda for all staff. And having a clear and defined process, with time

scales and alerts at relevant points and making sure that everybody knows what that process is, and that the system is conducive of following that process.



Aim 1: Future Challenges

- Having infants, children and young people at the very centre of the process
- Working really well across agencies
- If a parent is a schedule 1 offender?
- Variation of practice – across local authorities and within local authorities

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Some of the things we need to consider for the future of Aim One.

Having infants, children and young people at the very centre of the process is vital; and we know, listening to children and families and through infants' experiences, that too often their experience can be an afterthought. That families and children are expected to fit the process rather than the system and the process working smoothly around children and families.

Making sure that children are at the very centre of their care experience (the process) will be crucial to the future of Aim One. Seeking feedback on that and constantly learning takes a lot of vulnerability from us working in services to do, but it's crucial to our ongoing improvement.

Working really well across agencies; in any national review that you see of social or healthcare or education, the key challenge is always communication across agencies. So having good connections, hosting regular meetings and making sure that you've got good relationships in a multi-agency way will really help with the success of Aim One, and many other things too.

Sometimes a parent is a schedule one offender - this is really crucial because we've worked with lots of local authority areas where CSO for the longer term is part of the longer term plan of child for their safety. And it's important to reiterate here that the purpose of Aim One is not to remove the CSO for a child, it is just to review the plan for a child in the family to make sure that is an accurate plan, that keeps that child safe and for many children what that might be is the removal of the CSO because the grounds are no longer relevant or because that child is safe and flourishing at home. But we also know that for many, that's not going to be the case.

We know that there's variation of practice both across local authorities, and within local authorities, and we have focused on building connections through PACE. The cultural ethos of learning from each other to make sure that we reduce that variation of practice means that we're doing more of what really works.

Final Thoughts

- Data – accurate, up to date, useful?
- Listening to families and children *really* well (creative, inclusive participation)
- The language we use
- Independent Care Review recommendations



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Some final thoughts then:

Do we have up-to-date, accurate data and are we regularly looking at that data for Aim One?

Are we listening to children and families really well and being creative and inclusive in our participation? Are we mindful of groups that have what I call 'quieter voices', such as children who are non-verbal or infants?

The language we use – we know that permanence is not part of language that we would ordinarily use in Scotland to talk about our family situation within a birth family. So when birth families enter the edges of care or the care system and people start talking about permanence, we need to understand that parents might not understand what that means and children might not understand what that means. That's one example of the language we use that children and families might not understand. So how do we make sure that we're clear about what we mean and we either don't use, or explain, some of this 'system language', so that children and families understand and are more likely to have a positive experience permanence where they feel engaged?

And also, and crucially, the Independent Care Review recommendations. The Care Review reported in early 2020 and makes recommendations and has built a plan for implementation for the next 10 years and that's going to have a huge far-reaching impact on the care system.

So how adaptive are we going to be as local authorities, as social workers, as health, education, the third sector to adapt to this to better meet the needs of families? It's going to be a real challenge for us in coming months and years which we must meet.

So that's it for your Aim One webinar. Thank you very much for watching and listening.

If you have any questions do email us at celcis@strath.ac.uk and you will find this as well as other resources from the rest of PACE legacy on the website at www.celcis.org

Thank you very much for listening and we look forward to hearing from you.

Other resources

CELCIS Knowledge Bank:

<https://www.celcis.org/knowledge-bank/>

Independent Care Review and The Promise:

<https://www.carereview.scot/>

Permanently Progressing

<https://www.stir.ac.uk/about/faculties/social-sciences/our-research/research-areas/centre-for-child-wellbeing-and-protection/research/permanently-progressing/>

SCRA Resources:

<https://www.scra.gov.uk/resources/>