

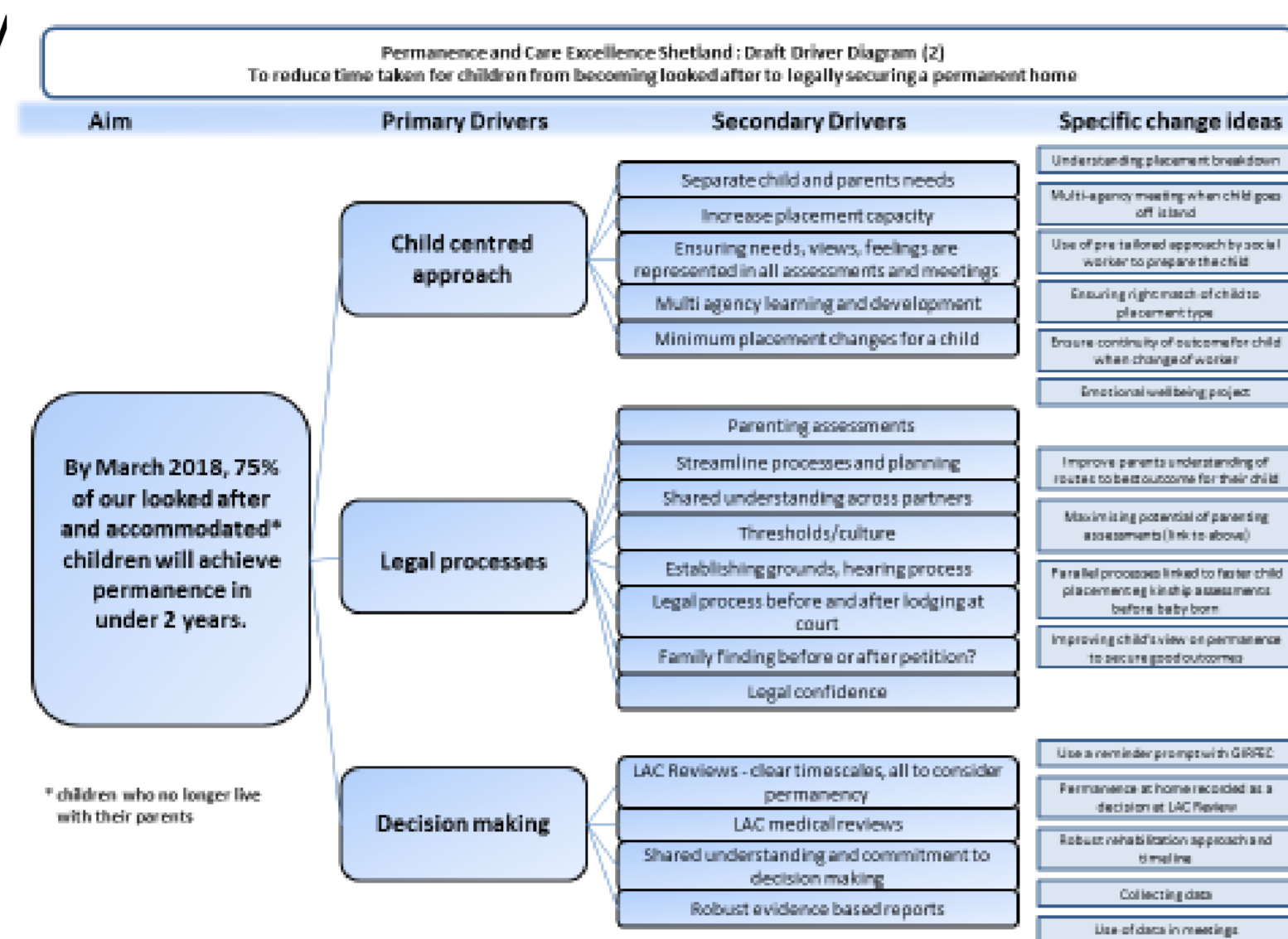
# Aim: By March 2018, 75% of our looked after and accommodated children will achieve permanence in under 2 years.

- Our vision is that every child has a stable, loving home which offers them nurturing relationships; where they feel connected and supported to achieve their potential.
- Families should be supported to provide that at home wherever possible.
- Where a child cannot remain with their family they should achieve a permanent home as quickly as possible with the minimum number of placements, taking account their individual needs and views.



## Improvement Activity

- Established a PACE group to analyse what a looked after child's journey looks like in Shetland.
- Workshops with multi-agency staff took place regularly.
- Agreed a Driver Diagram to inform and capture testing and measures of change.



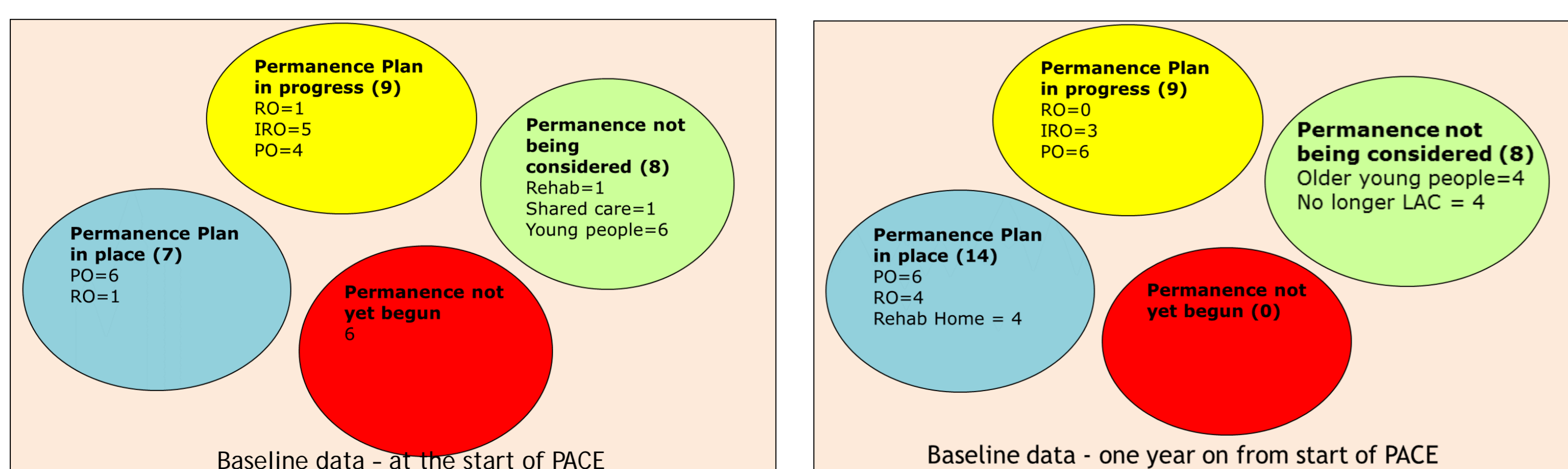
## Process Change

An improvement approach is being used to test changes within the 3 main drivers. Some of these include

- Emotional wellbeing project – multi-agency project Team has been established.
- Data Collection and Analysis.
- Permanency Planning meetings developed and implemented.
- Increase in placement availability – develop a recruitment strategy over the next years.
- Develop a multi-agency protocol to ensuring where possible children and young people remain in Shetland; develop a process when a child needs to be accommodated off-island.
- Legal Processes – flow charts around permanency process and timings have been developed and are being monitored

## Achievements / Results during Pace

- A data collection system has been established to track a child's looked after journey. New forms have been developed to inform and monitor. This also highlights the reason behind any drift and delay.
- A strong commitment to improving how families are supported in caring for their children, with the development of family support and early intervention Services.
- Established stronger multi-agency partnership working and systems thinking in permanence planning.
- Data analysis has also evidenced that the original cohort considered at the start of PACE, all have a Permanence Plan one year on.



## Achievements / Results during Pace

- Placement availability has been increased.
- A Legal Conference was held with an Advocate and partner agencies to consider and understand court requirements for routes to permanence. Legal flowcharts have been produced to guide Social Work staff.
- An Islands "Community of Practice" forum has been established to share good practice and resources, with the aim of improving the experience and outcomes of looked after children requiring permanence across Orkney, Shetland and the Western Isles.



## Next steps

- Continue to develop the monitoring and analysis of the data collection to identify and tackle drift and delay.
- Monitor the current tests of change over a period of time to ensure correct changes have been made to improve outcomes for children and young people.
- Permanency Planning meetings developed and implemented.
- Identify other areas from our driver diagram and support further tests of changes for continued improvement and learning.

## Conclusions and Key Learning Points

- Engaging in the PACE programme was the right thing to do and has helped to focus attention on what we do and why we do it.
- Recognising the importance of collating and analysing data - without data it can just be someone with an opinion.
- Measure the change process - Data will evidence the distinction between fact and opinion.
- Use the improvement methodology – but keep the child and family at the centre of all decisions.
- Good communication about change; all have responsibility for facilitating, testing and reviewing change. Leaders need to listen to fears and concerns about new ideas and change.
- Implement a support structure; effective change happens in an organisation when people work collaboratively and can contribute to and own the tests of change.

