

**By December 2018, all local authorities will be using improvement methodology as part of the PACE programme to identify and address drift and delay in permanence processes.**

*Operational definitions*

- Using improvement methodology – have a stretch aim and a driver diagram in place and be using PDSA cycles to test changes and recording outcomes. Collecting data at least monthly for each LAC to inform national data set on permanence and will be using data to produce Shewhart/run charts.
- Participating in PACE – having a local structure in place, that suits the requirements of each area, and using the support provided by the PACE delivery team to plan and test changes in permanence processes.

**PRIMARY DRIVERS**

Leadership

Engage partners across whole system in each area

Identify standard process

Confident workforce

**SECONDARY DRIVERS**

Leaders understand and demonstrate attitude required for improvement  
Leaders prioritise and focus on areas of improvement

Understand system performance  
Shared understanding of improvement across system  
All agencies understand the impact of delay on a child

High quality, timely parenting assessments  
Data to track each child  
Agreed timescales for all milestones

Improve standard of report writing  
Evidence based assessments  
Learning and development for SW, children's panel members  
Avoid duplication

**Theory of actions that will support outcomes**

Meet regularly with local leaders to track progress and remove barriers  
Report on improvement projects at SMT meetings

Develop a local measurement system that's used to understand and drive QI  
Process mapping to understand local context of drift and delay and increase engagement between partners

Track/manage workflow  
Monitor/record LAC review  
Display data per child

Mentoring for permanence reports  
Streamline paperwork  
Provide clear and accessible guidance  
Joint awareness raising/learning and development sessions – contact, attachment, decision making