

Birmingham City Council

Education and Children's Social Care Overview and Scrutiny Committee

Date: 5th April 2023



Subject: Improving Services for Children and Families Improvement Programme Progress Update

Report of: Sue Harrison, Director of Children and Families

Report author: Kerry Madden, Strategic Improvement Programme Director

1 Purpose

- 1.1 To provide Overview and Scrutiny Committee with an update on the progress made so far regarding the Improving Services for Children and Families Programme.

2 Recommendations

- 2.1 That Overview and Scrutiny Committee note the report providing progress up to March 2023 and advise on any areas of improvement that they would wish to focus on at future Committee meetings.

3 Background

- 3.1 In January 2022 the Children and Families Directorate embarked on the start of a wider programme of improvement, building on the work that had already commenced regarding SEND Improvement and Children and Young People's Travel Service Improvement.
- 3.2 The Improving Services for Children and Families Plan was launched to bring together into one plan all City Council improvement and transformation activity that impacts on children, young people, and their families.
- 3.3 The aim of this plan is to drive forward the short and medium-term work to strengthen and improve services for children across the Council.
- 3.4 The work in this plan sits alongside work to develop and deliver our longer-term vision for children and young people in Birmingham through our partnership Children and Young People's Plan 2023-2028.
- 3.5 The Improving Services for Children and Families Plan sets out the activity that will support the Directorate, alongside colleagues from across Council, to deliver the vision for children and young people:

Our vision is that Birmingham Children Thrive, all children and young people are safe, healthy, included, confident and achieving.

Our children and families will be supported by a Children and Families Directorate that has strong governance and management and a strong front line working with our partner organisations across the city as one system putting children and families at the heart of everything they do.

3.6 Crucial to the success of this plan are three critical priorities that are the foundations of the improvement journey:

- Future Children's Services: developing and implementing our model of services for the future with clear portfolios of work
- Workforce sufficiency and stability: building a stable, sufficient, and permanent workforce that is supported, able to grow and develop and encouraging experienced professionals to come and work in Birmingham
- IT, Data, and Digital: ensuring that services have the right tools to deliver their work efficiently and effectively and the facilitation of robust performance information.

3.7 The projects and actions within the plan align to the City Council's Corporate Plan. The Improving Services for Children and Families Summary Plan is provided in Appendix one.

3.8 The Children and Families Directorate works within a context of supporting early years providers, schools, and post 16 providers in Birmingham:

1,019 Early Years providers	446 schools	186 Post 16 providers
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3.9 As of 1st January 2023, the Children and Families Directorate employs 1,447 people (1,026.95 FTE). Birmingham Children's Trust, commissioned by Birmingham City Council to deliver children's social care and early help services employs 1,910 people (1,764 FTE).

3.10 This report follows on from the initial update provided to Overview and Scrutiny Committee on the 4th January 2023 and provides an update on the key milestones and deliverables that have been achieved so far.

3.11 There are five workstreams in the plan:

- Workstream A: Implement a strong and effective Children and Families Directorate to deliver best in class services for children, young people, families, and communities
- Workstream B: Strengthen approaches to identify, recognise and respond to the vulnerability of specific groups of children and young people

- Workstream C: Transform and improve services for children with Special Educational Needs and Disabilities in line with statutory requirements and to deliver sustainable, well performing services with inclusion of children and young people at the heart
- Workstream D: Transform and improve the Children and Young People's Travel Service to deliver a sustainable well performing service with outcomes for children and young people at its heart
- Workstream E: Ensure services are sustainable, compliant, and designed to deliver best outcomes for children, young people, families, and communities.

3.12 This report focuses on the progress made towards actions within Workstreams A, B and E.

3.13 During this reporting period services for children, young people, and families in Birmingham (Birmingham City Council Children and Families Directorate and Birmingham Children's Trust) received an Ofsted ILACS inspection (Inspection of Local Authority Children's Services).

3.14 The ILACS inspection is an intensive three-week inspection focusing on the effectiveness of local authority services and arrangements: to help and protect children; the experiences and progress of children in care wherever they live including those children who return home, the arrangements for permanence for children who are looked after, including adoption; and the experiences and progress of care leavers. The inspection also focuses on the effectiveness of leaders and managers, the impact they have on the lives of children and young people and the quality of professional practice.

3.15 Officers have worked hard to ensure the pace of the improvement programme has maintained throughout the Ofsted inspection. The outcome of the Inspection is awaiting publication by Ofsted 18th April and will be reported to Overview and Scrutiny Committee.

3.16 Workstream A: Implement a strong and effective Children and Families Directorate to deliver best in class services for children, young people, families, and communities

Priority	Impact/Benefits	Progress	Corporate Plan Ambition
Develop and implement the high-level strategic vision for the Directorate underpinned by values and behaviours	Children and young people will experience services with a clear strategic vision and direction of travel for the future Staff will understand the future direction of the service and their role within it	A high-level strategic vision for the Children and Families Directorate is now in place. The vision was informed by the feedback of nearly 4000 children and young people who took part in the Birmingham Children's Partnership survey in 2021. Significant consultation on the emerging vision took place during January to June 2022 and included a focus on the vision and high-level plans with staff during Termly Staff Webinars during January and February 2022, and engagement with Head Teachers,	A BOLD INCLUSIVE BIRMINGHAM

Priority	Impact/Benefits	Progress	Corporate Plan Ambition
		partners, and the Parent Carer Forum.	
Develop and implement a fit for purpose operating model for the Children and Families Directorate	<p>Children and young people will experience services with a clear strategic vision and direction of travel for the future</p> <p>Staff will understand the future direction of the service and their role within it</p>	<p>Proposals for the High-Level Target Operating Model were approved by Cabinet in June 2022 and subsequently Director/Assistant Director recruitment has been taking place to date.</p> <p>Baselining exercise was completed in May/June 2022 and informed the proposals for the Target Operating Model and the budget development for 2023. An overview of the Baselining exercise is provided in Appendix two.</p> <p>Following detailed work to identify the budget required to enable the Directorate to operate, the budget was approved at Full Council on Tuesday 28th February 2023. As a result, sufficient resources are now in place to enable the recruitment of key permanent staff within the directorate. This is a significant step towards the improvement journey and demonstrates the Council's commitment towards children and young people.</p> <p><i>Next steps:</i></p> <ul style="list-style-type: none"> Following approval of the Directorate budget, work is taking place to fully develop the structure and recruitment will be taking place during 2023/24. 	A BOLD INCLUSIVE BIRMINGHAM
Implement a robust evidenced based practice approach across the Children and Families Directorate that supports the Directorate to successfully implement its vision and values working alongside the partnership	Children, young people, parents, carers, staff, and stakeholders will experience relationship and strength-based practice and behaviours	<p>Relationship-based, Restorative Practice has been agreed as the model of practice that the Directorate will work towards to deliver the vision.</p> <p>Embedding a culture of restorative practice is a key part of our improvement journey and redesign and aligns with our vision and plans for how we want to work with our children, young people, families, and colleagues. Restorative practice is all about relationships and a way of 'being'. It is about working with people – not doing things to or for them.</p> <p>Work to implement Restorative Practice has commenced with a well-regarded Restorative Practice leader and trainer engaged to advise and support the Directorate with the roll out.</p> <p>The initial series of 5 Restorative Practice Action Learning Sets have concluded with 38 Senior Managers (with representation from the Staff Reference Group) taking part in the programme. Feedback has been universally positive.</p> <p><i>Next steps:</i></p> <ul style="list-style-type: none"> Work is now underway to plan for next phase and wider roll out. 	A BOLD INCLUSIVE BIRMINGHAM
Establish a performance culture that uses	Children and families will experience services that know themselves	Work to implement a performance culture is well underway and a Directorate Performance Management Framework was launched on 3 rd	A BOLD

Priority	Impact/Benefits	Progress	Corporate Plan Ambition
performance as a tool for continuous improvement and ensures operational, senior managers and Elected Members are able to have a firm grip on performance	well and respond quickly and early to recover any dips in performance	<p>October 2022.</p> <p>Service area Performance Clinics and Directorate Performance Board were launched in November 2022.</p> <p><i>Next steps:</i></p> <ul style="list-style-type: none"> Following approval of the budget a permanent team to support this function is being established. 	INCLUSIVE BIRMINGHAM
Recruit, retain and develop a high-quality permanent and stable workforce that represents the community - making Birmingham City Council the employer of choice for children and families professionals	<p>Children and families will see themselves represented in the people who are working to support them - increase in representation across all grades</p> <p>Children and families will benefit from stable relationships with workers who understand their circumstances and are representative of the Birmingham community</p> <p>% of permanent staff and reduction in reliance on agency staff</p>	<p>Progress has been made in permanent recruitment. The permanent Director of Children's Services has been in post since November 2021 and further recruitment to the permanent leadership team has been taking place throughout 2022 and 2023.</p> <p>Recruitment to new Head of Service roles to provide crucial leadership capacity in supporting the Directorate in delivering its statutory services and in leading continuous improvement is taking place during March 2023.</p> <p>The Directorate, supported by the Corporate HR team, is now working to develop and implement a detailed plan to support the recruitment and onboarding of new staff who will be appointed following the recent approval of the budget.</p>	A BOLD INCLUSIVE BIRMINGHAM
Ensure staff have opportunities to shape and influence continuous improvement within the Directorate	All staff will know how they can get involved with and learn about the improvements taking place in the Directorate	<p>Significant work has taken place to establish a range of activity in the Directorate to ensure staff have opportunities to influence improvement:</p> <p>All Staff Roadshows were implemented in January 2022 and have taken place termly since. The most recent events took place in January 2023 and were attended by over 500 staff. All sessions are interactive.</p> <p>The Staff Reference Group launched in March 2022 bringing together front-line staff from across the Directorate. The group is already making a difference for example raising issues regarding access to technology (which were subsequently resolved) and providing feedback on the implementation Restorative Practice.</p> <p>The first Directorate Staff Pulse Survey was undertaken in April 2022 to understand how staff were feeling about the improvement journey and Directorate Plans. Take up of the survey was positive with 420 staff taking part, around 1/3 of the Directorate's staff. The survey provided positive feedback on how satisfied and valued employees felt and how informed they feel about the improvement journey. Learning from the survey influenced the Improvement Plan development and 'You Said, We Did' feedback was provided to staff in September 2023.</p> <p><i>Next steps:</i></p>	A BOLD INCLUSIVE BIRMINGHAM

Priority	Impact/Benefits	Progress	Corporate Plan Ambition
		<ul style="list-style-type: none"> The Pulse Survey will be repeated in Spring 2023 and again in the Autumn. Full engagement with staff and Unions as appropriate will continue throughout 2023. A detailed plan is under development. 	
Ensure there is an effective strategic partnership for children and young people in Birmingham that is ambitious for our children with a shared vision, purpose, and plan	<p>Children and young people will be assured that senior leaders have a strong grip on the services and plans that are there to support them and improve their outcomes and life chances</p> <p>Children and young people will be assured that Birmingham has an ambitious and achievable long-term plan for their futures and that all partner organisations are committed to delivering it</p>	<p>In 2022 the Council implemented robust interim arrangements to support the reversion of the Birmingham Children's Partnership and during 2022, the Birmingham Children's Partnership Board agreed refreshed governance arrangements and direction of travel for the partnership which included to develop the five-year Children and Young People's Plan which is on target to launch in April 2023.</p> <p>The One Hundred Brilliant Days campaign to launch the Children and Young People's Plan, will start on 17th April 2023. This campaign is endorsed by all partners and will be used to celebrate children and young people, and to highlight the help and support provided by all partners.</p> <p>Following permanent recruitment, senior leaders from the Children and Families Directorate are now working with and contributing to the Integrated Care Board and system as part of business as usual arrangements.</p>	A BOLD INCLUSIVE BIRMINGHAM

3.17 **Workstream B:** Strengthen approaches to identify, recognise and respond to the vulnerability of specific groups of children and young people

Priority	Impact/Benefits	Progress so far	Corporate Plan Ambition
Embed Children Missing out on Education systems to ensure there is robust oversight, tracking and a partnership approach to supporting children, young people, and families and securing a rapid response	Children and young people who are not in full time school/education will be known, and tenacious, child centred work is undertaken by practitioners to return and settle them into a school/education place quickly	Work has been taking place to strengthen the join up between the teams supporting children who are not in full time education and their families to ensure a robust, rapid and effective response. This work will be built upon as the new Thriving Children and Families structure develops.	A BOLD SAFE BIRMINGHAM
Ensure robust arrangements are in place for children and young people who are Electively Home Educated	Children who are educated at home receive access to information and access to support when they need it	The Elective Home Education Project Group has been established and focused work has been taking place, including regarding raising awareness with colleagues across the Council.	A BOLD SAFE BIRMINGHAM
Ensure robust Safeguarding arrangements for	Children and young people receive a rapid response from	Corporate Safeguarding Policy was approved by Cabinet on 13th December 2022 and	A BOLD SAFE

children and young people are in place across the Council and the Directorate (including commissioned services)	<p>education as part of the statutory multi-agency approach to safeguarding, ensuring that education considerations are included in plans to keep them safe</p> <p>Children and young people will be assured that the Council makes sure staff, elected members, and volunteers know what to do when they are worried about a child or young person</p>	<p>cascaded across the Council.</p> <p>The Corporate Safeguarding Network is now in place and meeting monthly. The Director of Children's Services has been nominated as Officer Lead for Safeguarding and the Cabinet Member for Health and Social Care has been nominated as the Lead Member for Corporate Safeguarding.</p>	BIRMINGHAM
Continue to strengthen the support for learning and education provision for children ever known to a social worker	Children known to a social worker receive a stable education and will be enabled to achieve their academic potential	<p>The Birmingham Virtual School for Children ever known to a social worker continues to build on improvements already made. Focused work has taken place to respond to new guidance 'Promoting the education of children with a social worker'.</p> <p>A Joint Practice Group for children known to social care has been established and is a multi-professional group that will be focusing on how partners in Birmingham support children and young people known to a social worker.</p> <p>Virtual School Officers are also now focusing on children and young people known to social care (who are Children in Need (CIN) or (CP) have a Child Protection plan) in their Corporate Parent Visits to schools.</p>	A BOLD INCLUSIVE BIRMINGHAM

3.18 **Workstream E:** Ensure services are sustainable, compliant, and designed to deliver best outcomes for children, young people, families, and communities

Priority	Impact/Benefits	Progress so far	Corporate Plan Ambition
Develop and shape the Family Hub Model/locality working for Birmingham	Improved health and education outcomes	<p>Progress has been reported regarding the development and implementation of Family Hubs.</p> <p>Successful bid has secured significant investment for Birmingham in supporting multi-agency place-based working alongside health partners. Birmingham's Family Hubs Delivery Plan is being used as an exemplar by Department for Education.</p> <p>Work has been taking place to ensure strategic alignment between the Birmingham Children's Partnership Children and Young People's Plan and the national policy context of Family Hubs, outlined by Department for Education.</p> <p>Planning is now underway for the mobilisation of groups, with governance, to support the development and implementation of the model.</p>	A BOLD INCLUSIVE BIRMINGHAM

		<p>Work is continuing to further develop and align the Family Hub programme governance and oversight with interdependent priorities including with the Integrated Care Board.</p> <p>Expected to have a significant impact on outcomes for children and families.</p>	
Work with our partners and wider city council team to promote the recommendations of the Breaking Down Barriers Report	Young people will benefit from cross council efforts to break down barriers to youth unemployment	<p>Breaking Down Barriers seeks to bring together fragmented Post 16 system into a joined-up approach and offer for young people.</p> <p>This priority is now aligned with the Children and Young People's Plan and the Birmingham Children and Young People's Partnership.</p>	A BOLD PROSPEROUS BIRMINGHAM

3.19 Progress overall

Latest progress regarding projects and actions, reported to the Improving Services for Children and Families Board on the 17th March 2023 is as follows:

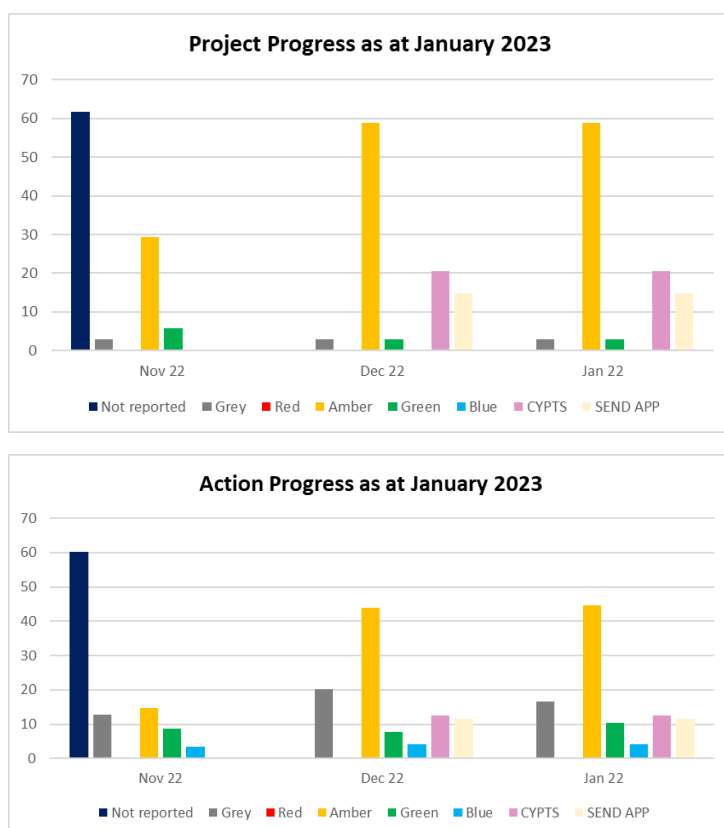
Of the 34 projects:

- 20 are RAG rated as Amber (project started and progress is being made)
- 1 is RAG rated Green (project completed but continues to be monitored to ensure it embeds)
- 1 is RAG rated Grey (project has not yet started)
- 7 projects are led by the Children and Young People's Travel Service programme 5 projects are from the SEND Accelerated Progress Plan and led by the SEND Improvement Board. These projects (in relation to Workstreams C and D will be reported on separately).

Of the 287 actions:

- 12 are RAG rated as Blue, (action delivered, embedded, and sustained)
- 30 are RAG rated as Green, (action completed but continues to be monitored to ensure it embeds)
- 128 are RAG rated as Amber, (action has started, and progress is being made)
- 48 are RAG rated as Grey, (action not yet started/due to start)
- 36 actions are led by the Children and Young People's Travel Service programme 33 actions are from the SEND Accelerated Progress Plan and led by the SEND Improvement Board. These actions (in relation to Workstreams C and D will be reported on separately).

The following graphs provide an overview of progress to date:



3.20 Corporate oversight of Children and Families Directorate Performance: Appendix three sets out the agreed measures the Council has in place to hold the Children and Families Directorate to account: Key Performance Indicators progress reporting for 2022/23 Quarter 3. Headlines from Children and Families Directorate Workforce measures are also provided.

3.21 Risks and Challenges

Risk/challenge	Mitigation
Scale and pace of recruitment and the supply of potential candidates to apply for the volume of jobs	<p>Plan in place to support recruitment which includes timescales and targeted recruitment campaigns</p> <p>Additional capacity in partnership with HR has been secured to support the recruitment and onboarding of new staff</p>
Access to data and information	<p>As systems develop, we will be able to report in more detail</p> <p>Focused work is being undertaken to develop reporting meanwhile existing reporting mechanisms are being maintained</p>

4 Any Finance Implications

4.1 There are no direct financial implications with this report.

5 Any Legal Implications

- 5.1 The Improvement Plan will support the Director of Children's Services and Lead Member for Children's Services to fulfil the functions set out in Sections 18 and 19 of the Children Act 2004, in the associated statutory guidance on their roles and responsibilities Directors of children's services: roles and responsibilities - GOV.UK (www.gov.uk) and in the Council's Constitution.
- 5.2 The improvement will support the Council to fulfil many of its statutory duties. In particular, the Council must ensure that its relevant education and training functions are exercised by the authority with a view to promoting high standards, ensuring fair access to opportunity for education and training, and promoting the fulfilment of learning potential by every person under the age of 20 and person aged 20 or over for whom an EHC plan is maintained, by virtue of section 13A of the Education Act 1996.

6 Any Equalities Implications

- 6.1 The Improving Services for Children and Families Plan supports the Council's Everyone's Battle, Everyone's Business ambitions.

7 Appendices

- 7.1 Appendix one: Improving Services for Children and Families Plan Summary
- 7.2 Appendix two: Baseline of Services: Children and Families Directorate May/June 2022
- 7.3 Appendix three: Children and Families Directorate Key Performance Indicators

IMPROVING SERVICES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES PLAN - SUMMARY

BIRMINGHAM CITY COUNCIL

January 2023



Making a positive difference every day to people's lives



Introducing the Improving Services for Children, Young People and Families Plan

Introduction

Our vision is that Birmingham Children Thrive, all children and young people are safe, healthy, included, confident and achieving. Our children and families will be supported by a Children and Families Directorate that has strong governance and management and a strong front line working with our partner organisations across the city as one system putting children and families at the heart of everything they do.

Birmingham City Council is on a journey to improve, to ensure we have stable, sustainable services for our children and families, underpinned by robust support and capacity to continuously improve. We know that whilst some of our services are performing well, others need to continue to improve, this is why we have embarked on a significant improvement programme.

We have whole council support to put children at the heart of the city's corporate planning, full commitment to the Improvement Programme, and to ensuring that we have the right leadership capacity in place in the council to deliver improved outcomes for children. We are part of a committed partnership – Birmingham Children's Partnership, that is developing a new Children and Young People's Plan for the City.

Improving Services for Children, Young People and Families Plan

The aim of this plan is to drive forward the short and medium-term work to strengthen and improve services for children across the Council. The plan brings together all City Council improvement and transformation activity that impacts on children, young people, and their families into one plan. The projects within this plan align to the City Council's Corporate Plan.

Our work in this plan sits alongside our work to develop and deliver our longer-term vision for children and young people in Birmingham through our partnership Children and Young People's Plan 2023-2028 (under development).

Crucial to the success of this plan are three critical priorities that are the foundations of our journey:

- **Future Children's Services:** developing and implementing our model of services for the future with clear portfolios of work
- **Workforce sufficiency and stability:** building a stable, sufficient, and permanent workforce that is supported, able to grow and develop and encouraging experienced professionals to come and work in Birmingham
- **IT, Data, and Digital:** ensuring that services have the right tools to deliver their work efficiently and effectively and the facilitation of robust performance information.

Our plan has been informed by a range of sources these include:

- Baselineing – the learning from baselineing has been incorporated into the activities in this plan
- Corporate Plan/Directorate Delivery Plan and planned transformation
- Existing in-flight improvement plans such as the SEND Accelerated Progress Plan and the Home to School Transport Plan
- Birmingham Children and Young People's Partnership planning and engagement with young people
- Improvement best practice
- Audit and assurance
- Everyone's Battle, Everyone's Business and Breaking Down Barriers Reports
- Statutory Guidance

How this plan is presented

This plan is presented in five workstreams, each workstream is comprised of projects:

- **Workstream A:** Implement a strong and effective Children and Families Directorate to deliver best in class services for children, young people, families, and communities
- **Workstream B:** Strengthen approaches to identify, recognise and respond to the vulnerability of specific groups of children and young people
- **Workstream C:** Transform and improve services for children with Special Educational Needs and Disabilities in line with statutory requirements and to deliver sustainable, well performing services with inclusion of children and young people at the heart
- **Workstream D:** Transform and improve the Children and Young People's Travel Service to deliver a sustainable well performing service with outcomes for children and young people at its heart
- **Workstream E:** Ensure services are sustainable, compliant, and designed to deliver best outcomes for children, young people, families, and communities.

How we will deliver this plan

The Improving Services for Children, Young People and Families Board have overall responsibility for the successful delivery of the plan. The Board consists of senior leaders from across the Council and representation from Birmingham Children's Trust to ensure a whole system focus is maintained.

Operationally the plan is driven by nominated Project Leads who are responsible for the delivery of the projects and will provide progress reports to the Board on a six-weekly basis.

WORKSTREAM A: Implement a strong and effective Children and Families Directorate to deliver best in class services for children, young people, families, and communities

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
A1	Develop and implement the high-level strategic vision for the Directorate underpinned by values and behaviours	Director of Children's Services	<ul style="list-style-type: none"> High level vision and structure in place 	<p>Children and young people will experience services with a clear strategic vision and direction of travel for the future</p> <p>Staff will understand the future direction of the service and their role within it</p>	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
A2	Develop and implement a fit for purpose operating model for the Children and Families Directorate	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> High level Target Operating Model developed and in place Baselining completed Senior Leadership Team established and recruited to Sufficient budget in place through MTFP to establish permanent structure Accommodation requirements in place Birmingham Children Thrive model communicated to stakeholders 	<p>Children and young people will experience services with a clear strategic vision and direction of travel for the future</p> <p>Staff will understand the future direction of the service and their role within it</p>	31/12/23	A BOLD INCLUSIVE BIRMINGHAM
A3	Implement a robust evidenced based practice approach across the Children and Families Directorate that supports the Directorate to successfully implement its vision and values working alongside the partnership	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Restorative Practice approach rolled out across Leadership Team Restorative Practice approach rolled out across the wider Directorate 	Children, young people, parents, carers, staff and stakeholders will experience relationship and strength-based practice and behaviours	31/07/24	A BOLD INCLUSIVE BIRMINGHAM
A4	Establish a performance culture that uses performance as a tool for continuous improvement and ensures operational, senior managers and Elected Members are able to have a firm grip on performance	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Performance Management Framework in place Establish permanent capacity to support performance reporting (relates to MFTP) Monthly Key Performance Indicator Reporting in place Monthly Performance Clinics 	Children and families will experience services that know themselves well and respond quickly and early to recover any dips in performance	30/09/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
			<ul style="list-style-type: none"> Data improvement Performance culture embedded 			
A5	Ensure effective digital systems and technology are in place to support the Directorate to deliver good services and support IT enabled change	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Digital governance arrangements in place Clear strategic intentions regarding digital systems supporting the work of the directorate – underpinned by Digital and Customer Transformation Action Plan 	<p>Clear governance and priorities in place</p> <p>Clear system development and improvement arrangements</p>	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
A6	Recruit, retain and develop a high-quality permanent and stable workforce that represents the community - making Birmingham City Council the employer of choice for children and families professionals	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Directorate Working Group to respond to the Everyone's Battle, Everyone's Business recommendations in place Streamlined recruitment processes Recruitment and Retention Strategy Monthly Induction events taking place Exit Interviews embedded Workforce Sufficiency planning in place Permanent capacity in place to support and co-ordinate Directorate learning, development, quality of practice (relates to MTFP) 	<p>Children and families will see themselves represented in the people who are working to support them - increase in representation across all grades</p> <p>Children and families will benefit from stable relationships with workers who understand their circumstances and are representative of the Birmingham community</p> <p>Subject to MTFP - increase in % of permanent staff and reduction in reliance on agency staff</p> <p>BCC reputation and profile further enhanced and widely promoted (local, regional, national)</p> <p>Improved pipeline of workers joining BCC</p>	31/12/23	A BOLD INCLUSIVE BIRMINGHAM
A7	Ensure there is effective professional development that is accessible to the	Director of Strategy, Commissioning	<ul style="list-style-type: none"> Permanent capacity in place to support and co-ordinate Directorate learning, 	Children and families will experience workers and practitioners who are	31/12/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
	Children and Families Directorate workforce	and Transformation	<ul style="list-style-type: none"> development, quality of practice (relates to MTFP) Workforce Development Strategy Career pathways in place 	motivated and thriving and progressing in a culture of continuous improvement and best practice		
A8	Establish and embed a learning culture across the Children and Families Directorate so that learning systematically informs the way we work and service development	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Permanent capacity in place to support and co-ordinate Directorate learning, development, quality of practice (relates to MTFP) Quality Assurance Framework in place 	Children and families will experience high quality workers who flourish in a learning culture that is committed to continuous improvement and best practice	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
A9	Establish robust operating and governance arrangements that enable senior leaders and elected members to maintain a line of sight to services	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Permanent capacity in place to support and co-ordinate Directorate governance, inspection, stakeholder engagement (relates to MTFP) Governance and Meetings Framework in place Senior Leadership Visit Programme in place Clear information regarding the Directorate and its functions readily available to stakeholders Annual Self-assessment and Test of Assurance implemented Elected Member Development programme implemented– to provide regular information to all Elected Members on the services and functions of the Directorate to support them in their roles of committee members and ward councillors Review of corporate business processes to support improvement 	Children and young people will be assured that senior leaders have a strong grip on the services that are there to help them thrive and regularly check that these are working well	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
A10	Ensure staff have opportunities to shape and influence continuous improvement within the Directorate	Director of Strategy, Commissioning	<ul style="list-style-type: none"> Termly All Staff Events in place Implemented Staff Reference Group implemented 	All staff will know how they can get involved with and learn about the	30/06/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
		and Transformation	<ul style="list-style-type: none"> Staff Pulse Survey implemented Information on how staff can get involved in improvement is available on the intranet 	improvements taking place in the Directorate		
A11	Implement and embed a co-ordinated, planned, and strategic approach to Directorate communications	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Permanent capacity in place to support Directorate communications (relates to MTFP) Fortnightly Staff Communications in place Directorate's web presence reviewed and updated Communications plan in place New staff intranet pages in place Telephone access to front line SENAR team in place 	Children, young people, their families and the people who work to support them are well informed and have access to good quality, accurate, and accessible information that helps children and young people to thrive	30/06/23	A BOLD INCLUSIVE BIRMINGHAM
A12	Ensure there is an effective strategic partnership for children and young people in Birmingham that is ambitious for our children with a shared vision, purpose, and plan	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Birmingham Children and Young Partnership reignited Children and Young People's Plan in place Change for Children UNICEF Child Friendly City accreditation Strengthened Joint Strategic Needs Assessment for Children and Young People Head Teacher Reference Group in place 	<p>Children and young people will be assured that senior leaders have a strong grip on the services and plans that are there to support them and improve their outcomes and life chances</p> <p>Children and young people will be assured that Birmingham has an ambitious and achievable long-term plan for their futures and that all partner organisations are committed to delivering it</p>	30/06/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to		
A13	Ensure financial processes are embedded so that budget resources available to the directorate are allocated and used most effectively	Director of Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> • Full implementation of Oracle enabling managers to have access to up-to-date information regarding their services • Budget accountability letters in place • Budget managers receive training and support regarding budget accountability • Directorate involvement in MTFP process is embedded 	Children and young people will be assured that senior leaders have a strong grip on the services and plans that are there to support them and improve their outcomes and life chances	30/09/24	INCLUSIVE	PROSPEROUS	SAFE

WORKSTREAM B: Strengthen approaches to identify, recognise and respond to the vulnerability of specific groups of children and young people

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
B1	Embed Children Missing out on Education systems to ensure there is robust oversight, tracking and a partnership approach to supporting children, young people, and families and securing a rapid response	Director Thriving Children and Families	<ul style="list-style-type: none"> Children not in full time education systems reviewed Strengthened systems implemented Sufficient capacity in place to deliver statutory duties Attendance Strategy in place School attendance embedded into school improvement 	Children and young people who are not in full time school/education will be known, and tenacious, child centred work is undertaken by practitioners to return and settle them into a school/education place quickly	31/12/23	A BOLD SAFE BIRMINGHAM
B2	Ensure robust arrangements are in place to respond to safeguarding issues in schools	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Clear arrangements in place and agreed between BCT and the Children and Families Directorate 	Children and young people are assured that senior leaders have oversight of any issues and are doing everything they can to ensure children are safeguarded	28/02/23	A BOLD SAFE BIRMINGHAM
B3	Ensure robust Early Help services are in place	Director Thriving Children and Families	<ul style="list-style-type: none"> Pathways and joint working in place between services contributing to early help (and role of services provided and commissioned by the Children and Families Directorate) 	Children, young people and their families receive help early in the life of a problem and services come together to help their family early on so that things don't escalate	30/06/23	A BOLD SAFE BIRMINGHAM
B4	Ensure robust arrangements are in place for children and young people who are Electively Home Educated	Director Thriving Children and Families	<ul style="list-style-type: none"> Electively Home Educated arrangements reviewed Strengthened systems and practice implemented 	Children who are educated at home receive access to information and access to support when they need it	31/03/23	A BOLD SAFE BIRMINGHAM
B5	Ensure there are robust systems and processes in place regarding children attending residential/alternative/school based resourced provision /out of school settings and post 16 settings	Director Thriving Children and Families	<ul style="list-style-type: none"> Review of current arrangements Implement recommendations from review Robust arrangements to quality assure alternative provision in place Child Employment and Chaperone Licensing functions reviewed and improvements implemented 	Children and young people receive high quality education provision that meets required standards	31/12/23	A BOLD SAFE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
B6	Ensure robust Safeguarding arrangements for children and young people are in place across the Council and the Directorate (including commissioned services)	Director of Children's Services With Corporate Directors	<ul style="list-style-type: none"> • Sufficient capacity in place to deliver statutory education safeguarding duties (MTFP) • Corporate Safeguarding Policy • Corporate Safeguarding Network • Section 11 Audit completed • Mandatory Safeguarding Training reviewed (induction and refresher) • Children and Families Directorate safeguarding arrangements and procedures reviewed and updated in line with new structure • HR Safeguarding Leads identified • Safer Recruitment arrangements embedded 	<p>Children and young people receive a rapid response from education as part of the statutory multi-agency approach to safeguarding, ensuring that education considerations are included in plans to keep them safe</p> <p>Children and young people will be assured that the Council makes sure staff, elected members, and volunteers know what to do when they are worried about a child or young person</p>	30/06/23	A BOLD SAFE BIRMINGHAM
B7	Continue to strengthen the support for learning and education provision for children ever known to a social worker	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> • Working with schools to increase school attendance of children ever known to a social worker – including children whose home is in another LA area • Working with schools to reduce exclusion • Early Years offer for children in care expanded • Virtual School role in ensuring care leavers are progressing well strengthened • Data regarding the Virtual School reports into the Corporate Parenting Board 	Children known to a social worker receive a stable education and will be enabled to achieve their academic potential	31/07/24	A BOLD INCLUSIVE BIRMINGHAM

WORKSTREAM C: Transform and improve services for children with Special Educational Needs and Disabilities in line with statutory requirements and to deliver sustainable, well performing services with inclusion of children and young people at the heart

Ref	Project	Project Lead (in partnership with SEND partners)	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
C1	SEND Accelerated Progress Plan: Priority one - System Leadership (SEND Strategy, Inter-agency Working, Local Offer)	Director SEND and Inclusion	<ul style="list-style-type: none"> SEND Strategy Joint Working Protocol Learning and Development Strategy Workforce Strategy Improved Local Offer website Improved data management 	Children and Young People with Special Educational Needs are thriving and receive good quality education appropriate to their needs	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
C2	SEND Accelerated Progress Plan: Priority two - Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times)	Director SEND and Inclusion	<ul style="list-style-type: none"> Templates and paperwork improved Annual Review process improved SENAR Case Management system upgraded Permanent structure in place Quality Assurance Framework in place 	Children and young people who have Special Educational Needs and Disabilities and their families will benefit from improved services that are joined up to deliver improved outcomes	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
C3	SEND Accelerated Progress Plan: Priority three - Working Together Well (coproduction, parental engagement, parental satisfaction)	Director SEND and Inclusion	<ul style="list-style-type: none"> Co-production and Engagement Framework in place Improved communications in place Parent Portal in place 	Children and young people who have Special Educational Needs and Disabilities and their families will benefit from improved services that are joined up to deliver improved outcomes	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
C4	SEND Accelerated Progress Plan: Priority four - Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)	Director SEND and Inclusion	<ul style="list-style-type: none"> Inclusion Strategy Delivering Local Provision project delivered Review allocation of the High Needs Block with the support of CIPFA Review of 14-19 Employment Pathways for young people with SEND 	Children and young people who have Special Educational Needs and Disabilities and their families will benefit from improved services that are joined up to deliver improved outcomes	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
C5	Building on the SEND Improvement Journey, continue to strengthen the	Director SEND and Inclusion	<ul style="list-style-type: none"> SEND School Place Sufficiency Strategy 	Children and young people who have Special Educational Needs and	30/06/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead (in partnership with SEND partners)	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
	system and capacity to promote inclusion of children and young people			Disabilities and their families will benefit from improved services that are joined up to deliver improved outcomes		

WORKSTREAM D: Transform and improve Children and Young People's Travel to deliver a sustainable well performing service with outcomes for children and young people at its heart

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
D1	Deliver the Home to School Transport Service Strategy, Policy and Service Planning Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Home to School Transport Assistant Policy Reviewed Safeguarding Policy reviewed Plan in place to support children and young people's travel independence 	<p>Appropriate travel based on eligibility in place</p> <p>Children and young people who are most in need are receiving an improved service</p> <p>Children and young people who are most in need are receiving an improved service that is compliant and safe</p>	30/09/23	A BOLD INCLUSIVE BIRMINGHAM
D2	Deliver the Home to School Transport Service People and Organisation Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Sustainable structure in place Learning and Development Plan in place Guide Service delivery plan in place 	Creation of a skilled workforce to deliver an improved service for Children and Young People	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
D3	Deliver the Home to School Transport Service Customer, Channels and Communications Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Communications and engagement strategy and plan in place 	Children, young people and their families will be better informed and engaged in the service	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
D4	Deliver the Home to School Transport Service Transformation and Route Optimisation Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Route optimisation complete Financial planning, management, and monitoring 	Will lead to an improved and more efficient service	28/04/24	A BOLD INCLUSIVE BIRMINGHAM
D5	Deliver the Home to School Transport Service IT and Digital Infrastructure Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> CRM system in place Development and implementation of Transport Management System 	Will lead to an improved and more efficient service	31/12/23	A BOLD INCLUSIVE BIRMINGHAM
D6	Deliver the Home to School Transport Service Data and Performance Management Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Home to School Transport KPIs Automated data collection and reporting in place 	Will lead to an improved and more efficient service	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
D7	Deliver the Home to School Transport Service Contracts and Commercial Workstream	Assistant Director Children's Travel Service	<ul style="list-style-type: none"> Procurement strategy for routes Procurement strategy for guides 	Will lead to an improved and more efficient service	01/09/23	A BOLD INCLUSIVE BIRMINGHAM

WORKSTREAM E1: Ensure services are sustainable, compliant, and designed to deliver best outcomes for children, young people, families, and communities: Strengthen services and partnership approach to support improving outcomes for children and young people

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
E1.1	Support citywide, multi partner efforts to tackle youth violence in the city (1) Including working in partnership with schools and DfE to deliver and evaluate the SAFE project (3-year project)	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> SAFE Project deliver and evaluated 	Children and young people will benefit from co-ordinated multi-agency approaches that are focused on reducing youth violence and knife crime	31/03/23	A BOLD SAFE BIRMINGHAM
E1.2	Support citywide, multi partner efforts to tackle youth violence in the city (2) Including design and deliver a Knife Crime Reduction Programme in 2022/23	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Programme delivered 	Children and young people will benefit from co-ordinated multi-agency approaches that are focused on reducing youth violence and knife crime	31/03/23	A BOLD SAFE BIRMINGHAM
E1.3	Work with our partners and wider city council team to promote the recommendations of the Breaking Down Barriers Report	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Plans to embed recommendations confirmed 	Young people will benefit from cross council efforts to break down barriers to youth unemployment	31/03/23	A BOLD PROSPEROUS BIRMINGHAM
E1.4	Implement the city-wide Digital Inclusion Strategy	Director Digital and Customer Services	<ul style="list-style-type: none"> Digital Inclusion Strategy implementation supported and embedding 	Young people will benefit from activity to improve digital inclusion	31/03/23	A BOLD PROSPEROUS BIRMINGHAM
E1.5	Pilot for Improve employment pathways for Young People in East Birmingham, to be delivered in financial year 2022/23 (Partnerships for People and Place)	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Pilot completed 	Young people benefit from improved pathways to employment through the pilot and learning from the pilot	31/03/23	A BOLD PROSPEROUS BIRMINGHAM
E1.6	Work with key partners to widen access to Early Education Entitlement (EEE) and improve Early Years multiagency arrangements with health colleagues	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Wider access to Early education entitlement 	Children experience improved early years outcomes as a result of being able to access their early education entitlement	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
E1.7	Develop a strategy for the primary phase that seeks to address high rates of exclusions, low attainment, and poor attendance	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Strengthened approach to working with Primary Schools to improve inclusion and performance 	Children experience improved outcomes through inclusive schools and services that are better able to support them and their families	31/03/24	A BOLD SAFE BIRMINGHAM
E1.8	Ensure there are sufficient school places across all phases and in all parts of the city, with strategies in place where there are surplus places	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Sufficiency of school places strategy in place 	Children and young people have a school place that meets their learning needs	31/03/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
E1.9	Work across the range of safeguarding partners, particularly with Forward Thinking Birmingham, to support schools to address concerns around pupils' emotional wellbeing and mental health	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Promotion of strategies, including trauma informed training 	Children will experience settings and services that are connected and working together to meet their emotional and mental health needs	31/03/23	A BOLD HEALTHY BIRMINGHAM
E1.10	Commission a Holiday, Activity and Food programme for children and young people	Director Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Holiday, Activity and Food programme established 	Children and young people experience positive activities to support their wellbeing	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
E1.11	Review the provision of comprehensive and up to date information (including online) to parents and prospective parents regarding childcare and early education, including free places in their area (in line with statutory duties)	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Clear overview of all information available to families 	Children experience improved early years outcomes as a result of being able to access their early education entitlement	31/07/23	A BOLD INCLUSIVE BIRMINGHAM
E1.12	Explore opportunities for Joint Commissioning regarding Occupational Therapy	Director of SEND and Inclusion	<ul style="list-style-type: none"> Position paper outlining next steps produced 		30/06/23	A BOLD INCLUSIVE BIRMINGHAM

WORKSTREAM E2: Ensure services are sustainable, compliant, and designed to deliver best outcomes for children, young people, families, and communities: Deliver Directorate transformation projects to inform and deliver a sustainable service

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
E2.1	Establish a fit for purpose Strategic Commissioning Function for Children's and Families Directorate	Director Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Sufficient budget in place through MTFP to establish permanent structure 	Children, young people, families and communities will experience fit for purpose, compliant and sustainable services	30/09/23	A BOLD INCLUSIVE BIRMINGHAM
E2.2	Develop and shape the Family Hub Model/locality working for Birmingham, building upon exemplar/pilot activity undertaken with our key partners	Director Strategy, Commissioning and Transformation With partners	<ul style="list-style-type: none"> Model developed and pilot implemented 		31/03/24	A BOLD INCLUSIVE BIRMINGHAM
E2.3	Develop a plan for the transformation of Library Services - Including review our strategy and delivery model, staff design as required and accommodation strategy	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Library transformation plan in place 	Families and communities will experience fit for purpose, compliant and sustainable services	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
E2.4	Implementation of Birmingham Adult Education Service (BAES) Phase 2 redesign including curriculum structure/posts, within Academic Year 2021/22	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Phase one implemented Phase two implemented 	Families and communities will experience fit for purpose, compliant and sustainable services	31/03/23	A BOLD PROSPEROUS BIRMINGHAM
E2.5	Develop and implement Phase 3 of Birmingham Adult Education Service (BAES) redesign	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Phase three implemented 	Families and communities will experience fit for purpose, compliant and sustainable services	30/09/23	A BOLD PROSPEROUS BIRMINGHAM
E2.6	Review the vision, strategy, and delivery model of services for young people leading to service redesign, including securing internal/external budget viability and growth	Assistant Director Lifelong Learning and Employability	<ul style="list-style-type: none"> Confirmation of future funding stream 	Young people and communities will experience fit for purpose, compliant and sustainable services	31/03/23	A BOLD INCLUSIVE BIRMINGHAM
E2.7	Review Children and Families Directorate Pupil Safeguarding, school attendance and children missing education services and implement recommendations required to deliver improvements and strengthened services	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Review of services completed and next steps for recommendations in place 	Children and young people will receive the right help, support and a timely response when they need it	30/09/23	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
		Director Thriving Children and Families		Children and young people receive a rapid response from education as part of the statutory multi-agency approach to safeguarding, ensuring that education considerations are included in plans to keep them safe		
E2.8	Commission a Peer Review of Early Years services within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Director SEND and Inclusion Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
E2.9	Review Access to Education Services within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	30/04/24	A BOLD INCLUSIVE BIRMINGHAM
E2.10	Review/evaluate DLP – Delivering Local Provision, aligned to the Inclusion Strategy and implement mainstream roll out (where appropriate).	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/12/23	A BOLD INCLUSIVE BIRMINGHAM
E2.11	Review Educational Psychology services within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
E2.12	Review Occupational Therapy services within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/24	A BOLD INCLUSIVE BIRMINGHAM
E2.13	Ensure the capacity and expertise is in place to deliver the findings of the Sufficiency Strategy, capital infrastructure planning and delivery	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/24	A BOLD INCLUSIVE BIRMINGHAM

Ref	Project	Project Lead	Deliverables include	Impact/benefits	Overall Target Date	Contributes to
E2.14	Review the Admissions and Appeals services within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/25	A BOLD INCLUSIVE BIRMINGHAM
E2.15	Review the Home Bridging Team within the Children and Families Directorate, resulting in recommendations regarding future service model and structure	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/05/23	A BOLD INCLUSIVE BIRMINGHAM
E2.16	Review the Local Authority role in school improvement in light of the White Paper resulting in recommendations regarding future service model and structure	Assistant Director Schools and Achievement	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/03/25	A BOLD INCLUSIVE BIRMINGHAM
E2.17	Review the Local Authority role in Alternative Provision in light of the Green Paper resulting in recommendations regarding any future service model and structure	Director SEND and Inclusion	<ul style="list-style-type: none"> Review completed and next steps for recommendations in place 	Children, young people, families will experience fit for purpose, compliant and sustainable services	31/12/23	A BOLD INCLUSIVE BIRMINGHAM
E2.18	Implement SENDIASS Review recommendations	Director Strategy, Commissioning and Transformation	<ul style="list-style-type: none"> Recommendations implemented 	Children, young people, families will experience fit for purpose, compliant and sustainable services	30/09/23	A BOLD INCLUSIVE BIRMINGHAM

Baselining of Services within the Children and Families Directorate May/June 2022

How it contributed to the Improving Services for Children and Families Plan

Introduction

The Children and Families Directorate is on a journey to improve. As part of the improvement journey a comprehensive baselining activity has taken place. The baselining activity was undertaken in conjunction with managers and supported by a cross council team.

The exercise contributed to the development of the Improving Services for Children and Families Plan and supported the Children and Families Senior Leadership Team to establish the priority order in which to focus on the development and improvement of services.

Purpose

The purpose of the Baselining exercise was to:

- Develop a shared understanding of all services and functions delivered by the Children and Families Directorate and understand what they do
- Establish a comprehensive 'position statement' of services, their composition (structure, resources and staffing, current performance)
- Ensure all services were safe and compliant
- Inform ongoing continuous improvement

Key messages from baselining

- The baselining process universally welcomed by managers
- The passion of managers and staff in teams who want to do a good job came through clearly
- The stability in leadership highly welcomed by the team, managers and staff shared optimism and excitement about the vision
- The exercise highlighted the need to focus on workforce planning – diversity, succession planning and career pathways
- Highlighted the need for strategy and senior leadership oversight and support
- Permission to recruit to posts and length of time to recruit having an impact on services
- IT systems – reliance on spreadsheets and development work required to key systems impacting on data quality, reliability, ability to report and accountability
- The exercise highlighted the need for a systematic approach to understanding compliance and impact of services (quality assurance)
- Different approaches to locality working across the Directorate were in place
- Some non-statutory services are adequately resourced whilst some statutory services are under resourced
- Highlighted the need for quality, reliable data, and performance measures.

Action taken

- The Baselining exercise was completed in May/June 2022 and informed the proposals for the Target Operating Model and the budget development for 2023.
- Learning from baselining was fed into the development of the projects and actions in the Improving Services for Children and Families Plan.

CHILDREN AND FAMILIES DIRECTORATE

KEY PERFORMANCE INDICATORS 2022/23 – PROGRESS UPDATE



Making a positive difference every day to people's lives



1. KEY PERFORMANCE INDICATORS

Measure	Target	Qtr1	Qtr2	Qtr3	Q3 Commentary
Absence Rate: Primary	4%	5.0%			<p>The data provided here are the published absence rates for the academic year 2020-2021. The DfE have developed a national attendance reporting tool for schools during 2022, which is currently in a pilot phase and which has data from approximately 65% of Birmingham schools. Council staff have access to this data source and intend to exploit it to support performance reporting. Additionally, officers are now reviewing the DfE policy guidance on attendance and exclusions which takes effect from September 2023 and which will place additional responsibilities on local authorities to monitor and challenge schools around attendance. The DfE have stated:</p> <p>'For the majority of the Spring term, only children of critical workers and vulnerable pupils could attend school during the period of lockdown from 4 January 2021. Restrictions were lifted on attendance from 8 March 2021 for all other pupils, four school weeks prior to the end of term.</p> <p>Due to the disruption faced during the Spring term, caution should be taken when comparing data across terms and to previous years. Caution should also be taken when comparing to the education settings survey data.'</p>
Absence Rate: Secondary	6%	6.3%			<p>The data provided here are the published absence rates for the academic year 2020-2021. The DfE have developed a national attendance reporting tool for schools during 2022, which is currently in a pilot phase and which has data from approximately 65% of Birmingham schools. Council staff have access to this data source and intend to exploit it to support performance reporting. Additionally, officers are now reviewing the DfE policy guidance on attendance and exclusions which takes effect from September 2023 and which will place additional responsibilities on local authorities to monitor and challenge schools around attendance. The DfE have stated:</p> <p>'For the majority of the Spring term, only children of critical workers and vulnerable pupils could attend school during the period of lockdown from 4 January 2021. Restrictions were lifted on attendance from 8 March 2021 for all other pupils, four school weeks prior to the end of term.</p>

					Due to the disruption faced during the Spring term, caution should be taken when comparing data across terms and to previous years. Caution should also be taken when comparing to the education settings survey data.'
Percentage of 2-year-olds accessing Early Education Entitlement (EEE)	72%	67%	67%	69%	Data and performance is available termly not quarterly. Comparators to national are only available in the Spring Term. We recognise that the whilst the performance sits well below the national level, each term we have seen an increase on the take-up percentage which is now more comparable to pre-COVID. The trend is an improving take-up compared to the West Mids, our statistical neighbours and the national take-up by 5%, 2% and 3% respectively, which means our take-up has increased faster than nationally and we have begun to close the gap. Autumn term 2022 has continued the increasing trend - at 69% this is 3% higher than 2021 and 1% increase on Summer 2022. A direct mail-out using Press-to-Post has been sent to the home address of all eligible families. This was turned around 2 weeks from receipt of the DWP list. 2/3 of families have provided an email address and this will be used for further targeted follow-up. Using the email addresses we are undertaking a data analysis of codes accessed against headcount and will follow-up directly with those parents that applied and have not taken up a place.
Percentage of 3 and 4-year-olds accessing 15 hours Early Education Entitlement (EEE)	92%	86%	86%	91%	Data and performance is available termly not quarterly. Comparators to national are only available in the Spring Term. We recognise that the whilst the performance sits well below the national level, each term we have seen an increase on the take-up percentage which is now more comparable to pre-COVID. Autumn term 2022 has continued the increasing trend - at 91% this is 2% higher than the same term in 2021 and 5% increase on Summer 2022. We are just about to commence work on a collaborative project with NESTA focussed on gaining a better understanding of the diverse needs of families in Birmingham to improve take up of services and early years outcomes. Increasing uptake of early years services for children with the poorest educational outcomes could lead to an improvement in outcomes and a narrowing of educational inequalities. The project is due to commence in February and will last for 6 months.
Number of individual children attending the	15000			13104	Sufficiency of provision was not built to meet the targets from the offset due to limited providers coming forward to deliver activities and constraints on budgets. There was a shortfall of approximately 3,733 in places made available. In addition there was a

HAF programme: Winter holiday					<p>23% did not attend (DNA) for CYP booked onto HAF programmes. This has had a cumulative effect on delivery.</p> <p>Against DFE reporting targets (12,000 unique) we have exceeded the target for this delivery period by +1104.</p>
Number of meals taken up by children through the HAF: Winter holiday	60000			58787	<p>There was a decrease in meals provided due to the increased costs in the service deliver related to cost of living. The increase in costs from £8.31 to £8.50 in year has resulted in a reduction of meals available at the final out turn of the contracting period.</p> <p>Birmingham is performing well compared to other localities in reach and access of those eligible and has exceeded target of 46,400 performance for DFE by +12,387 reporting.</p>
Number of children and young people (aged 5-16) with an EHCP awaiting specialist placements for more than 12 weeks			244	278	<p>Measure includes both those CYP out of school and those attending mainstream schools who are awaiting a specialist placement. A dedicated Placements Team is prioritising casework for these children. More automated reporting and work to ensure data is up to date and accurate is underway. Insufficient capacity in our special schools is impacting on our ability to place these children as quickly as we would like. In the medium term Capital schemes are already in train to deliver additional special school places for 2023 and further urgent expansions/satellite schemes are being prioritised in respect of both Sept 2023 and 2024 admissions. A programme is also in place to establish new Resource Bases and to expand our existing bases to help bridge provision gaps between mainstream and special schools.</p>
Number of NEET's aged between 16 and 18 engaged in support to help them into education, training, apprenticeships, and jobs	1049	1112	1127	725	<p>All 16-18 year olds supported by a careers adviser, number in line with seasonal expectations, slight increase due to confirmation of NEET following leaver and starter info received from education and training providers. There are some further young people who are NEET but due to personal circumstances we are not supporting until they contact us to say available.</p>
Percentage of 16 and 17 year olds that are Not in	5%	3.5%	3.8%	2.2%	<p>Performance in line with target, expectations and seasonal trend. Slight increase as not known figure reduces and we see more NEET confirmed, plus a small amount of</p>

Education, Employment or Training'					drop out from courses started in Sept. All identified NEET young people have a link careers adviser from Birmingham Children's Services.
Percentage of care leavers who are in Education, Employment, and Training	62%	63%	62%	60%	We are struggling to improve our EET figure from 60%. In a national EET focussed meeting we understand our challenges and successes in the national context. Other areas echoed our struggles and cited poor housing, poverty and poor mental health as the main reasons why many care leavers struggled to engage with EET. The things that make a difference are funding, direct work with young people, live events and employer engagement and we are delivering these. We are refreshing our careers offer to improve our advice and support to young people in schools. Also, revamping our approach to apprenticeships, launching a good employment charter, establishing an employer's forum and we have also secured supported internship funding to expand opportunities for our young people with SEND. These will all happen in 2023 but not immediately and there is more currently being planned.
Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions	65%	69%	63%	65%	<p>The success in improving the Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions (Rolling average) has been achieved through:</p> <ul style="list-style-type: none"> • Support and challenge from senior leaders in the service, being clear that this KPI makes a direct difference to the lives of children and young people • Rigorous oversight of data pertaining to timeliness of actions throughout the process from application to assess issuing the final EHCP by the Team Manager • An outstanding, dedicated, and experienced workforce who have worked in partnership with parents, carers, schools and professionals <p>These approaches will be maintained through:</p> <ul style="list-style-type: none"> • the highly aspirational, and motivational, improvement planning and leadership in the service and SEND and inclusion directorate • the imminent service restructure which will seek to make permanent agency staff who are offering an excellent service to children in Birmingham
Primary school exclusion rate	0.01%	0.02%			Permanent exclusion rates in Birmingham remain above the overall national rate and across the education phases, but most notably in primary schools. Permanent exclusion rates in primary schools in Birmingham are higher than for core cities and statistical neighbour councils. Birmingham is ranked 102 out of 152 local authorities

					overall. The rank for primary school pupils at 139. There is a Tackling Exclusions multi agency board which looks at trends and patterns over time. An Early Help Primary intervention pilot project is in place to work proactively with primary school settings.
Proportion of eligible pupils transported to school	99.5%	100%	99.9%	100%	Initial draft of Home to School Travel Policy will be complete January 2023. New transport eligibility and application panels in place and effective, ensuring offer is appropriate and fit for the needs of the students. Safeguarding procedures and thorough and robust. Transformation workstreams have been streamlined and are now more effective and in line with service priorities.
Secondary school exclusions rate	0.1%	0.12%			Permanent exclusion rates in Birmingham remain above the overall national rate and across the education phases. Birmingham is ranked 102 out of 152 local authorities overall, with the rank for secondary school pupils at 87. For pupils in secondary schools, Birmingham's permanent exclusion rate is lower than for statistical neighbours. Suspension rates in secondary schools in Birmingham are ranked 49 out of 152 local authorities. Birmingham secondary schools continue to outperform the national average for suspensions. In 2020-21, ten secondary schools accounted for over a third (36.4%) of all suspensions made and of permanent exclusions made. Six schools appear in both lists as shaded in the table below. Draft data for Autumn term 2022 show a similar list of schools with high suspension rates. The Delivering Local Provision Fair Access project is aimed at supporting CYP into schools and working with schools when notified of a suspension or potential permanent exclusion. The DLP Fair Access leads work with secondary Sharing Panels.
Special School Exclusion rate	0.05%	0.07%			Permanent exclusion rates for children with an EHCP and those with SEN Support have reduced to a third of the rates in 2017-18 but remain slightly higher than the national rates for these cohorts of children. Suspension rates have fallen for children with an EHCP and risen slightly for children with SEN Support or no SEN needs, but Birmingham suspension rates remain significantly lower than the national rates for all these cohorts

2. CHILDREN AND FAMILIES DIRECTORATE WORKFORCE MEASURES

Measure	Narrative
Attrition/retention	<ul style="list-style-type: none"> • Average tenure of agency staff in Children and Families is 8 months, considerably lower than the Council average of 1 year and 5 months • There has been a headcount increase since last reporting as managers fill posts. As at 1st February 2023, Children and Families employed 1,469 people, 22 more than on 1st January 2023
Staff sickness absence	<ul style="list-style-type: none"> • Number of absentees: 5.2% of Children and Families employees were absent as at 1st February 2023, compared to the Council rate of 5.9%
Sickness absence – average length of active cases	<ul style="list-style-type: none"> • Average length of active absences: 5.3 days versus average of 5.2 days - a dramatic improvement since last time reported 7.9 days • Trend is positive over last 3 months. People Services and improvement is being seen • HR is working with managers to engage with staff in line with the Council's Managing Attendance Policy • Absence is being better managed by managers
Agency usage	<ul style="list-style-type: none"> • Known agency is currently 19% of headcount compared to Council average of 17.5%. • Marked positive trend since last reporting when known agency was 24% of Directorate headcount • Trend is positive over the last 3 months • Managers are being encouraged to fill posts with BCC staff where appropriate, helping to stabilise the workforce • Talent hotspots to be tackled with the introduction of the new Recruitment and Retention Strategy (under development)