

Overview and Scrutiny

4th January 2023

**BE BOLD
BE BIRMINGHAM**



Making a positive difference every day to people's lives



Today we'll cover

1	Overview of the Improvement Plan
2	Update on progress so far
3	Update on our work with Birmingham Children's Partnership
4	Introduction to the Birmingham Change for Children Plan
5	Proposed next steps

Our vision....

Birmingham Children Thrive

All children and young people are Safe,
Healthy, Included, Confident and
Achieving

They are supported by a Children's Services
Directorate that has strong governance and
management, engaged staff, clear strategy

and

Partnership organisations across the city that work
together as one system putting children and families
at the heart of everything they do



Birmingham Children Thrive



Safe



Achieving



Included



Confident

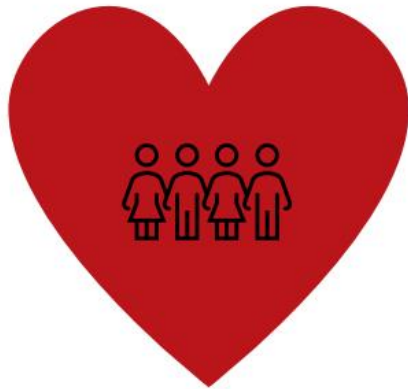


Healthy

Delivered through our principles:

- Identifying and supporting early aiming to get it right first time
- Professionals and services that wrap around our children and families
- **Strengths based and relationship based practice** with our children, families, each other and our partners

Putting Children at the Heart of Birmingham



**Showing the *organisational*
love for our children**



Improving Services for Children and Families Plan

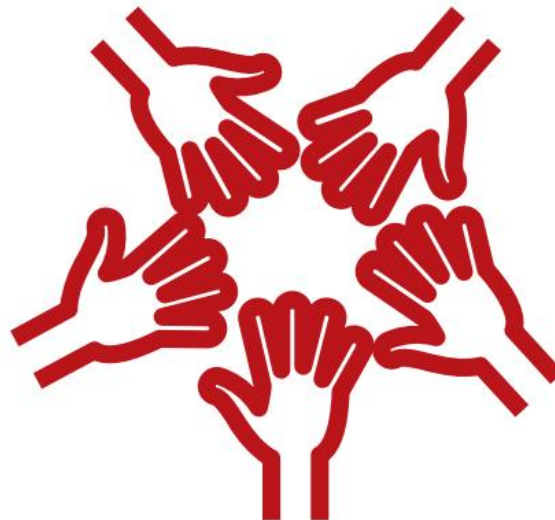


We're building something special to last



Doing this together

- We can't do this alone!
- Successful improvement programmes for children and families are those where the whole council and partnership comes together
- Working strategically and practically
- 'Holding' all of this together as a whole council team as we work to embed a culture of continuous improvement
- Oversight by a cross council Improvement Board to provide support and challenge
- Independently Chaired by an experienced and well regarded Director of Children's Services from Walsall Council



Children's Services Improvement – strategic context

The Local Government Association (LGA) has published research into improvement in local children's services. It identifies three key phases of improvement:

The three phases

Poor-to-fair

Fair-to-good

Good-to-great

Defining Characteristics

1. Getting the basics right – driven by leadership
2. Building the ethos and culture – and engaging the workforce

1. Capacity for robust self-assessment, vigilance
2. Locus of leadership shifts and becomes more broad
3. From “mission-critical” aspects to whole-service view

1. Improvement no longer a discrete project – it is the norm
2. Disciplined innovation embedded within delivery
3. Openness to others – challenge and system leadership role

Our Improvement Plan has been informed by

Baselining

Corporate
Plan/Directorate
Delivery Plan and
planned
transformation

Existing in-flight
improvement plans

Birmingham Children's
Partnership planning
and engagement with
young people

Improvement best
practice

Audit and assurance

Everyone's Battle,
Everyone's Business
and Breaking Down
Barriers

Statutory Guidance
(e.g. Codes of
Practice, Working
Together to Safeguard
Children etc.)

Priority: Building solid foundations

Future Children's Services: developing and implementing a structure for the future



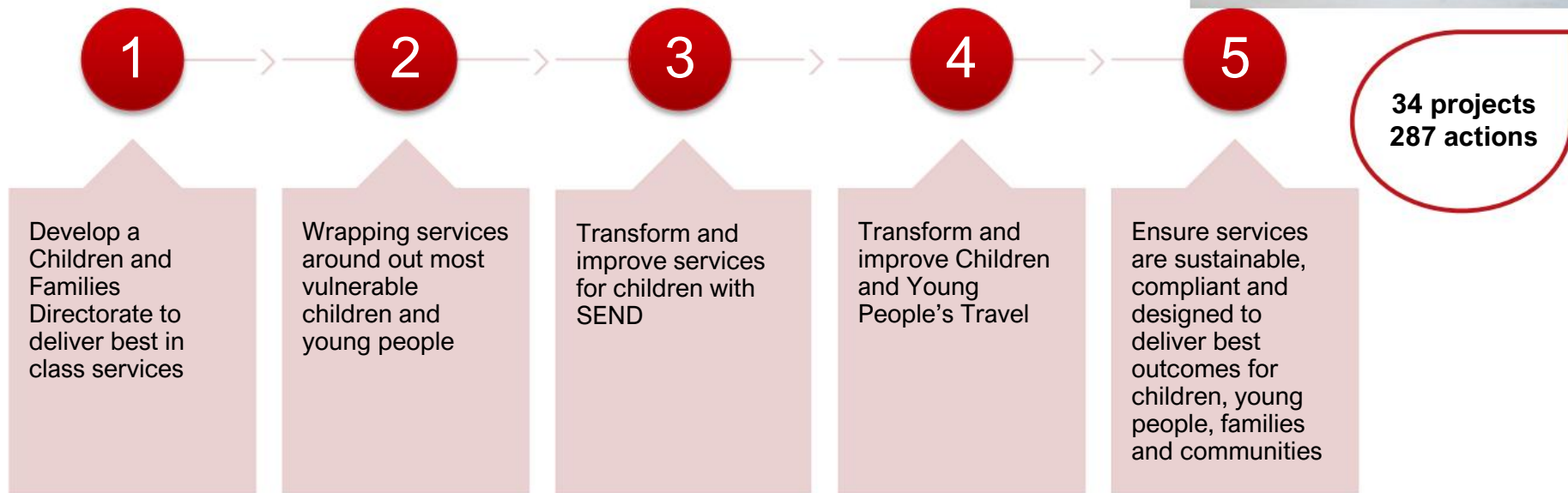
Workforce sufficiency and stability: building a stable permanent team that is supported to develop



IT, Data, and Digital: staff have the right tools to do the job

Our Improvement Plan brings everything together in one place ...

Five workstreams in the plan, each with a range of Projects and actions



Our Improvement Plan: where we want to be

- Clear strategic vision, policy and strategy that aligns with statutory duties and funding and our wider partnership approach
- The right structure to deliver a best in class service – right level of resources to support a fit for purpose structure
- Permanent team and people in place
- Improved use of digital and IT that support and enable robust performance monitoring
- Staff supported with good quality learning and development opportunities that enable them to grow and develop
- High quality practice and standards across all of our work
- Teams working together across the Council and partnership - sharing in successes and solving problems together
- Best practice embedded across the Directorate and Council to support vulnerable children and young people

Our Improvement Plan: what we're going to do to get there

- Strengthen our approach to performance and data so that we're using performance as a tool for continuous improvement
- Strengthen digital systems and tools to support teams to deliver good services and support IT enabled change
- Recruit, retain and develop a high-quality permanent and stable workforce that represents the community of Birmingham
- Effective professional development that is accessible to the Children and Families Directorate workforce
- Embed a learning culture and quality assurance so that learning systematically informs the way we work and service development
- Establish robust operating and governance arrangements
- Ensure staff have lots of opportunities to shape and influence continuous improvement with the Directorate
- Embed a co-ordinated, planned, and strategic approach to Directorate communications
- Work together with our partners to develop our strategic partnership Birmingham that is ambitious for our children with a shared vision, purpose, and plan
- Review our services and implement best practice to support children who are not in full time education and to support vulnerable children and young people

Our Improvement Plan: progress so far

- High level strategic vision for the Directorate in place (February/March 2022)
- Baselining of all services across the Directorate completed (May/June 2022)
- High level target operating model designed, approved by Cabinet (June 2022)
- Long term resource requirements identified and are to be addressed as part of MTFP process (February 2023)
- Key senior leadership appointments made further recruitment taking place in January 2023
- Performance Management Framework launched (October 2022)
- Monthly Staff Induction sessions launched (April 2022) now embedded
- Governance and Meetings Framework implemented (April 2022) including the launch of the Directorate Leadership Forum
- Staff Reference Group launched (March 2022)
- Staff Pulse Survey undertaken (April 2022) – feedback incorporated into baselining
- Fortnightly Staff Communications implemented (February 2022)
- Birmingham Children's Partnership reignited – work well underway to develop a new 5 year Children, Young People's Plan, alongside the planning for Year of Change for Children and working towards UNICEF Child Friendly City
- Head Teacher Reference Group established and embedded – working with representative Head Teachers who are advising on our improvement journey and how best to engage schools and settings
- Corporate Safeguarding Network established and Corporate Safeguarding Policy approved (December 2022)

Continued oversight

Propose to return quarterly to provide regular updates and Highlight Reports on progress to Overview and Scrutiny Committee

This will include progress reporting KPIs and the difference our plans are making for children and young people

Questions/ comments on the plan...





Birmingham's children & young people's plan

CHANGE for children & young people 2023-2027



UNICEF Child Friendly Cities & Communities



Birmingham
Children's Partnership

Our ambition & outcomes

We are **CONNECTED** to meaningful opportunities & we are prepared for adulthood

We are **CONFIDENT** to connect with help we can trust at the right time, right place

We are CONNECTED

We are CONFIDENT

We are SAFE

We stay **SAFE** at home, & in places outside of our families and schools

We are RESPECTED

We are **HAPPY & RESPECTED**
Our voices and lived experience matter

Birmingham is a great place for us to grow up

We are **THRIVING**

We are INCLUDED

We are **INCLUDED & confident** to get the most from our home, school & community

We are HAPPY

We are HEALTHY

We are **HEALTHY & nurtured** through our life course

NHS BSOL

INTEGRATED CARE SYSTEM TEN YEAR MASTERPLAN

BE BOLD
OUTCOMES

PROSPEROUS

INCLUSIVE

SAFE

HEALTHY

GREEN

COUNCIL PLAN
PRIORITIES

2 Tackle
unemployment

5 Tackle poverty and
inequality

6 Support & enable all children
and young people to thrive

9 Make the city safer

10 Protect and safeguard
vulnerable citizens

13 Tackle health
inequalities

15 Champion mental
health

BCP
AMBITION

Children & Young People's Plan: **CHANGE for children & young people 2023-2027**

Ambition: **Birmingham is a great place for us to grow up... We are THRIVING**

CHANGE for
CYP
OUTCOMES

We are CONNECTED

We are CONFIDENT

We are INCLUDED

We are SAFE

We are HAPPY

We are HEALTHY

We are RESPECTED

OUTCOME INDICATORS *IN DEVELOPMENT*

COLLECTIVE
STRATEGIC
ACTIONS

**Act together on child
poverty**

Create an inclusive city
where CYP connect with
meaningful
opportunities

**Build safety with
children & young
people** at home and
outside of home

**Integrate our offer in
local places** so families
can connect with help
they trust

Birmingham
Children
Thrive

CLEAR ALIGNMENT with BCC Children & Families strategies:

Improving Services programme, SEND, Inclusion, Building Up Opportunities, etc.

CHANGE for children & young people 2023 CAMPAIGN... *One hundred BRILLIANT days in Birmingham...*

VOICE & codesign with our children & young people

RESEARCH, data analysis & evaluation

UNICEF Child Friendly Cities Initiative

Our timeline

Approved framework 19 October

BCP Board approved framework

Approve direction of travel

Birmingham Children's Partnership Board

Incorporate feedback

from partners, children and young people

Campaign development

Graphic design, and campaign planning

Adoption of Plan by partner governance

Plan presented to partners' governance

LAUNCH

Change for Children 2023-2027

Public campaign launch: showcase & celebrations

October & November 2022

December to mid-January 2022

January 2023

February 2023

October 2022

November 2022

December & January 2022

December-March 2023

February & March 2023

April 2023

Engage partners

BCP Board framework shared with partners in scoping sessions on collective action and campaign

Voice & codesign

Engagement with children and young people to further refine our Change for CYP 23-27 plan

Approve draft text of Plan:

Draft plan presented to Birmingham Children's Partnership Board

Approve our Plan:

Final plan agreed by Birmingham Children's Partnership Board

**ONE
HUNDRED
BRILLIANT
DAYS**

