

# Birmingham City Council

## Education, Children and Young People

### Overview and Scrutiny Committee

Date: 15 May 2024



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**Subject:** The Improving Services for Children and Families Plan Update

**Report of:** Sue Harrison, Director of Children's Services

**Report author:** Fayth Skeete, Head of Strategic Governance and Planning

#### **1 Purpose**

- 1.1 To provide an update to Members on progress made since January 2024 Overview and Scrutiny Committee Meeting regarding the Improving Services for Children and Families Plan.

#### **2 Recommendations**

- 2.1 Overview and Scrutiny Committee to note the attached report, agree any comments and/or recommendations.
- 2.2 To continue to return on a quarterly basis to provide regular updates on progress to Overview and Scrutiny Committee.
- 2.3 To provide Overview and Scrutiny Committee a copy of the Directorate Improvement Board meeting highlights following each Board meeting.

#### **3 Background**

- 3.1 The Improving Services for Children and Families Plan was launched in November 2022 to align within one plan, all City Council improvement and transformation activity that impacts on children, young people, and their families.
- 3.2 The objectives of the plan and associated activity sought to compliment and reinforce those set out within the City Council's Corporate Plan and improvement and transformation activity, our partnership Change for Children and Young People Plan 2023-2028 and across the UNICEF Child Friendly City commitments.
- 3.3 The Improving Services for Children and Families Plan was first presented to the Overview and Scrutiny Committee in January 2023 and again in April 2023.

- 3.4 In July 2023, a progress update was provided to the Committee and offered an overview of progress to date illustrated through a review of project and action BRAG status.
- 3.5 The Overview and Scrutiny Committee requested for further progress updates to be provided on a quarterly basis.
- 3.6 A further update was provided to the Committee in January 2024 detailing the most recent improvement activity progress report for reporting period September (end)/October 2023, and outlined the Directorates intention to refresh the Improvement plan.
- 3.7 The Committee requested a further update on the progress of the Directorate's review of improvement arrangements ahead of the launch of a revised plan at the June 2024 Directorate Improvement Board meeting.

#### **4 Directorate Continuous Improvement Review**

- 4.1 The January 2024 Improving Services for Children and Families Board was held in person. This proved successful in facilitating discussion regarding the rationale for next steps and allowed members to come together to reflect, recalibrate and inform the direction of our 2024 improvement ambitions.
- 4.2 The existing improvement plan was an extensive plan that reflected the breadth of work required to stabilise the Directorate.
- 4.3 The plan centred on 5 overarching workstreams, 34 projects and 230 actions.

**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 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

- 4.4 It is important to note that review activity did not seek to include SEND or the Children and Young People Travel Service activity.
- 4.5 Progress reporting across SEND Improvement will continue to be reported in detail through respective Programme Leads and overseen by the SEND Improvement Board, Chaired by Commissioner, John Coughlan.
- 4.6 A quarterly update is provided to the Improving Services for Children and Families Board to ensure there is continued line of sight and triangulation across interdependencies.
- 4.7 Revisions to future Directorate improvement arrangements will see the Children and Young People Travel Service Improvement, reporting to the Improvement Board alongside all other profiled projects.
- 4.8 To support the recalibration of the Directorate Improvement Plan, 'Improvement Refresh Meetings' were held with Project Leads and members of the senior leadership team to evaluate the Improvement plan and agree appropriate steps.
- 4.9 As part of the process the Directorate Risk Register was also reviewed.
- 4.10 It was imperative for robust evaluation to take place to ensure that the Directorate was able to demonstrate that the process was evidence based and sufficient assurance was considered in terms of the outcome reached for each action within the existing plan.
- 4.11 Each of the 34 projects and 230 actions held within the plan was assessed to test:
- ✓ Whether the project desired outcome remained relevant and/or achievable
  - ✓ If the project actions were still applicable in current form
  - ✓ If the correct Blue, Red, Amber, or Green (BRAG) rating had been applied
  - ✓ For all blue rated actions (action delivered and performance embedded and sustained for over 3 months and meeting/exceeding targets, where the action is measurable), if we were able to evidence that it was effectively embedded as day to day practice - business as usual (BAU) and therefore justifiably able to closure
  - ✓ If activity still required Directorate Improvement Board oversight
  - ✓ Whether projects and actions could be effectively progressed as business as usual by the respective Division ~ if robust alternative assurance seeking mechanism were in place
  - ✓ Whether the desired outcome would be more appropriately addressed through a service outside of the Directorate
  - ✓ Where projects and activity remained appropriate, and still required Improvement Board oversight, if any revision were needed to the associated milestones, did we need to consider changing how we planned to deliver.

4.12 Where actions are assessed to be completed and embedded, associated activity is to continue and will remain open to 'spotlight reporting', requests from the Improvement Board for the respective service lead to provide an update.

4.13 Headline Improvement Refresh, examples of outcome:

| Project/Actions  | Refresh Assessment  | Refresh Outcome          |
|--|---|--------------------------|
| <p><b>A2.3 Develop and implement a fit for purpose operating model for the Children and Families Directorate</b></p> <ul style="list-style-type: none"> <li>▪ Implement the new Children and Families Directorate Senior Leadership Team structure.</li> <li>▪ Role design and completion of JDs and PS</li> <li>▪ Recruitment process</li> <li>▪ Appointment and onboarding of permanent posts.</li> </ul>  | <p>The action remains relevant and has been correctly rated.</p> <p>Remaining recruitment monitored through an overarching redesign Improvement Plan action. Dedicated Redesign team overseeing effective roll out and management.</p> <p>The design and management of the Directorate onboarding process is under review and will feature as a standard element of day to day business for the strategy, governance, and planning team.</p> <p>The activity was mapped out when the Directorate did not have permanent arrangements in place. This no longer requires Improvement Board oversight.</p> | <p>Reprofiled as BAU</p> |
| <p><b>B4.1 Ensure robust arrangements are in place for children and young people who are Electively Home Educated</b></p> <p>Ensure arrangements for reporting, monitoring, and supporting Elective Home Education are robust, including ensuring there is sufficient capacity, to enable timeline of visits and reviews of EHE in line with statutory duties and best practice and:</p> <ul style="list-style-type: none"> <li>▪ Robust safeguarding/information sharing is in place with clear pathways into advice and</li> </ul> | <p>The action remains relevant and has been correctly rated.</p> <p>Birmingham Audit is currently reviewing EHE. There is a robust process in place, but this is impacted by the ability to retain agency staff. The redesign increases the capacity in team to enable permanent recruitment and raises the grades from Gr3 to Gr4 to ensure that right level of support and scrutiny is in place</p> <p>Director of Thriving Children and Families provided assurances that progress continues, and close service area monitoring oversight is in place.</p>   | <p>Reprofiled as BAU</p> |

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| <p>support for practitioners (multi-agency).</p> <ul style="list-style-type: none"> <li>▪ Robust system in place to monitor children EHE in particular children with a child protection plan, children in need, children in care or EHCP.</li> <li>▪ Report ran initially weekly to ensure tracking takes place and appropriate partnership response.</li> </ul>  |   |  |
| <p><b>A12.12 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</b></p> <ul style="list-style-type: none"> <li>▪ Strengthen the Council's arrangements regarding school improvement and schools causing concern, in partnership with stakeholders</li> <li>▪ Robust school improvement conversations with partners</li> <li>▪ Forum up and running bringing together intelligence and providing high support and high challenge (e.g. attendance, suspensions, exclusions, achievement etc.)</li> <li>▪ Develop a school performance dashboard</li> <li>▪ Continue to develop reliable data sets for the directorate and schools to utilise</li> </ul> | <p>The action remains relevant and has been correctly rated.</p> <p>The Directorate is leading on a dedicated School Improvement Agenda. This work is in collaboration with schools and the wider partnership and will be supported by new governance arrangements, this to include an Education Board.</p> <p>The Board will gain a city-wide view of our successes and challenges, through robust data analysis informing our collective decision-making and actions</p> <p>The Board's key focus will be achievement, inclusion, and attendance.</p> | <p>Reprofile to align with New Relationship with Schools and School Improvement Activity</p> |
| <p><b>A11.4 Implement and embed a co-ordinated, planned, and strategic approach to Directorate communications</b></p> <p>Identify permanent capacity and resource to support the Directorate with effective internal and external communication/promotion of</p>  | <p>Both actions remain relevant and has been correctly rated.</p> <p>Whilst the Directorate has a communication cycle in place and arrangements to manage to prioritise communication demands, communication capacity does not fully fulfil the communication, engagement, and</p>  | <p>Remain open - profiled on the Directorate Improvement Plan</p>                            |

|  |  |  |
|--|--|--|
| <p>services, delivering statutory duties and improvement.</p> <ul style="list-style-type: none"> <li>▪</li> </ul>  | <p>participation planning/ambitions of the Directorate. The redesign and increased capacity will help to address this.</p> |  |
| <p><b>A11.4 Implement and embed a co-ordinated, planned, and strategic approach to Directorate communications</b></p> <p>Develop and implement a co-ordinated and strategic approach to communications.</p> <ul style="list-style-type: none"> <li>▪ Communications plan in place and reviewed regularly by the Directorate's senior leadership team.</li> <li>▪ Transferred into business as usual</li> </ul> | <p>The Improvement Board to monitor this activity to ensure that any potential impact can be discussed and mitigated.</p>  |  |

4.14 The table below captured a summary of the result of the review of the existing Improvement Plan.

| No of Projects |     | No of Actions |     | % of Blue Rated Actions |       | % of Red Rated Actions |      | % of Amber Rated Actions |       | % of Green Rated Actions |       | % of Grey Rated Actions |      |
|----------------|-----|---------------|-----|-------------------------|-------|------------------------|------|--------------------------|-------|--------------------------|-------|-------------------------|------|
| Jan 2024       | 34  | Jan 2024      | 230 | Jan 2024                | 21.30 | Jan 2024               | 0.87 | Jan 2024                 | 49.57 | Jan 2024                 | 20.87 | Jan 2024                | 7.39 |
| April 2024     | N/A | April 2024    | 26  | April 2024              | 26.9  | April 2024             | 0    | April 2024               | 57.6  | April 2024               | 15.3  | April 2024              | 0    |

4.15 The outcome summary captures that the Directorate has made significant process, maintaining a 90% and above of in flight actions across the last 3 reporting periods.

## 5 Current Context

5.1 In response to the Section 114, and as part of the Council's Improvement and Recovery Plan, Children and Families are required to make a total savings of £51.518m for 2024/25 and forecast savings of £63.231m for 2025/26.

5.2 The Councils' financial position and subsequent necessary changes have called for the Directorate to test our arrangements and all previously agreed schemes of work to ensure that we make honest and realistic decisions and commitments, and we are able to deliver everything we promise to deliver and on time.

- 5.3 Through extensive improvement activity, the Directorate is in a markedly improved position than it was in November 2022.
- 5.4 The Directorate has secured continued growth, recruited to key roles, and continues to draw on the experience, skills, and knowledge of existing and incoming staff to improve outcomes for children and families.
- 5.5 The increased workforce and defined structure have allowed the directorate to better adapt the chosen implementation of and approach to project management
- 5.6 The strategic accountability for the delivery of the Plan is managed through the Improving Services for Children and Families Board. The Board consists of senior leaders from across the Council, with representation from Birmingham Children's Trust, to ensure a whole system focus is maintained.
- 5.7 The Board has an independent Chair, a credible expert and experienced DCS, well positioned to provide continued challenge and oversight.

## 6 Securing Continued Improvement – Building on Progress

- 6.1 The Directorate remains focussed on ensuring that Children, Young People and Families remain at the heart of what we do and are supported to thrive.
- 6.2 Our approach to continuous improvement is to create conditions for success, by building our plan on our core improvement principles we aim to guarantee that our approach is always:



- 6.3 We seek to design services inclusively and creatively for Children, Young People and Families, this approach is also fundamental to the management of continuous improvement. We value the opportunity to consult with families and our partners to make sure we get things right.
- 6.4 Prioritising is based on evidence, we carefully assess what will be the most suitable methodology to deliver outcomes in the most efficient and effective way.
- 6.5 The refreshed Directorate Improvement Project Pipeline will encompass:
- ✓ Delivery of Savings Proposals
  - ✓ IRP Programmes of work
  - ✓ Governance associated Programmes
  - ✓ Directorate Priority Projects
  - ✓ Remaining workstreams from the 2022-24 Improvement Plan
  - ✓ Emerging Transformation Saving Opportunities
  - ✓ Children and Young People Partnership related activity
- 6.6 Alignment of all Directorate workstreams and reporting schedules will ensure that we are actively triangulating activity and seeking to join our approach where possible.
- 6.7 The existing Directorate Governance and Improvement arrangements have supported a seamless transition into a framework that is able to continue to serve the Directorate's continuous improvement ways of working whilst satisfying the corporate reporting requirements linked to the Councils Improvement Recovery Plan and Board.
- 6.8 The Directorate reporting cycle reflects arrangements built in, aligned with corporate reporting cycles and governance, and reporting to the IRB

## **7 Next Steps**

- 7.1 The Draft refreshed Directorate Improvement plan will be ratified through the Directorate's governance process and presented at the June 25<sup>th</sup> Directorate Improvement Board Meeting.
- 7.2 The Directorate would welcome the opportunity to share the refreshed plan with the Overview and Scrutiny Committee.
- 7.3 The plan will be monitored through the Directorate Improvement Board on a bi-monthly basis. Reporting activity will focus on impact.
- 7.4 Through Improvement Board activity and wider partnership schemes of work, we are able to ensure continuous alignment of Directorate priorities and the project pipeline, with interdependent workstreams.



## **8 Any Finance Implications**

- 8.1 As captured within section 5 of this report.

## **9 Any Legal Implications**

- 9.1 The Improving Services for Children and Families Plan will support the Director of Children's Services and Lead Member for Children and Families Services to fulfil the functions and discharge duties as set out in Sections 18 and 19 of the Children Act 2004, associated statutory guidance on their roles and responsibilities Directors of children's services: roles and responsibilities and in the Council's Constitution.

## **10 Any Equalities Implications**

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

## **11 Appendices**

- 11.1 Appendix One: Children and Families Directorate Improvement Plan Project Review Summary
- 11.2 Appendix Two: Children and Families Directorate Improvement Plan Project Action Review Summary

## Appendix One

### Children and Families Directorate Improvement Plan Project Review Summary

| RAG   | Description  |
|-------|--|
| Grey  | Not yet due to start   |
| Red   | Significant delay in implementation/still a worry  |
| Amber | Action started and progress being made   |
| Green | Action completed but continue to monitor closely to ensure it has embedded   |
| Blue  | Action delivered and performance embedded and sustained for over 3 months and meeting/exceeding targets (where the action is measurable) |

| Project Ref | No. of Actions | Project Title   | Project Lead (Role)                                    | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status | Comments   |
|-------------|----------------|---|--|-------------------------------|--------------------------------|------------------------|--|
| A1          | 4              | Develop and implement the high-level strategic vision for the Directorate underpinned by values and behaviours  | Director of Children and Families                      | Green                         | Blue                           | Closed                 | All Actions – Blue, no outstanding activity                    |
| A2          | 19             | Develop and implement a fit for purpose operating model for the Children and Families Directorate   | Director of Strategy, Commissioning and Transformation | Amber                         | Blue                           | Closed                 | 5 Actions – Reprofiled, all rated amber<br>3 Actions - Removed |
| A3          | 8              | 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 | Amber                         | Blue                           | Closed                 | 2 Actions – Reprofiled, both rated amber<br>2 Actions Removed  |
| A4          | 6              | 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 | Green                         | Blue                           | Closed                 | 1 Action Reprofiled, rated green                               |

| Project Ref | No. of Actions | Project Title   | Project Lead (Role)                                    | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status     | Comments   |
|-------------|----------------|---|--|-------------------------------|--------------------------------|----------------------------|--|
| A5          | 10             | 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 |                               |                                | Open                       | 1 Action – Removed<br>2 Actions – Remain and will be reflected within the refreshed Improvement Plan. Both actions rated amber   |
| A6          | 13             | 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 |                               |                                | Closed (in current form)   | This existing Project has clear alignment with the new IRP. The project milestones will be assessed and updated<br>2 Actions - Removed<br>5 Actions - Blue<br>7 Actions – Amber<br>1 Action - Grey |
| A7          | 6              | Ensure there is effective professional development that is accessible to the Children and Families Directorate workforce  | Director of Strategy, Commissioning and Transformation |                               |                                | Closed, transferred to BAU | Project to be reprofiled - The Directorate restructure will support this activity as business as usual.  |
| A8          | 5              | 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 |                               |                                | Closed, transfer to BAU    | Project to be reprofiled - The Directorate restructure will support this activity as business as usual.<br>2 Action – Green<br>2 Actions – Amber<br>2 Actions - Grey                               |
| A9          | 23             | 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 |                               |                                | Closed, transfer to BAU    | Project to be reprofiled - The Directorate restructure will support this activity as business as usual.<br>11 Actions - Blue<br>6 Actions – Green<br>4 Actions – Amber<br>2 Actions - Grey         |
| A10         | 5              | Ensure staff have opportunities to shape and influence continuous improvement with the Directorate  | Director of Strategy, Commissioning and Transformation |                               |                                | Closed                     | 4 Actions – Blue<br>1 Action – Green<br><br>The Directorate restructure will support this activity as business as usual.   |
| A11         | 10             | Implement and embed a co-ordinated, planned, and strategic approach to Directorate communications   | Director of Strategy, Commissioning and Transformation |                               |                                | Open                       | 4 Actions - Blue<br>6 Actions – Amber  |

| Project Ref | No. of Actions | Project Title   | Project Lead (Role)                                    | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status   | Comments   |
|-------------|----------------|---|--|-------------------------------|--------------------------------|--------------------------|--|
| A12         | 13             | 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 |                               |                                | Closed (in current form) | This existing Project has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU.<br>5 Actions - Blue<br>1 Action – Green<br>7 Actions – Amber |
| A13         | 7              | 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 |                               |                                | Open                     | 2 Actions – Removed<br>1 Action – Blue<br>1 Action – Amber<br>2 Actions - Grey   |
| B1          | 12             | 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 of Thriving Children and Families             |                               |                                | Open                     | 2 Actions - Removed<br>1 Action - Blue<br>4 Actions – Green<br>5 Actions – Amber   |
| B2          | 3              | Ensure robust arrangements are in place to respond to safeguarding issues in schools  | Director of Thriving Children and Families             |                               |                                | Closed                   | Project to be closed, remaining action reprofiled as BAU<br>2 Actions – Green<br>1 Action - Amber  |
| B3          | 1              | Ensure robust Early Help services are in place  | Director of Thriving Children and Families             |                               |                                | Closed                   | Project to be reprofiled - The Directorate restructure will support this activity as business as usual   |
| B4          | 3              | Ensure robust arrangements are in place for children and young people who are Electively Home Educated  | Director of Thriving Children and Families             |                               |                                | Closed                   | Project to be reprofiled - The Directorate restructure will support this activity as business  |
| B5          | 10             | 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 of Thriving Children and Families             |                               |                                | Closed                   | Project to be closed, remaining action reprofiled as BAU<br>8 Actions – Removed<br>1 Action – Blue<br>1 Action – Amber   |
| B6          | 31             | Ensure robust Safeguarding arrangements for children and young people are in place across the Council and the Directorate (including commissioned services)   | Director of Children and Families                      |                               |                                | Revision                 | Project under review. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council  |

| Project Ref | No. of Actions | Project Title   | Project Lead (Role)   | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status | Comments  |
|-------------|----------------|---|---|-------------------------------|--------------------------------|------------------------|---|
|             |                |   |   |                               |                                |                        | 1 Action – Removed<br>11 Actions - Blue<br>6 Actions – Green<br>13 Actions – Amber  |
| B7          | 11             | Continue to strengthen the support for learning and education provision for children ever known to a social worker  | Director of Thriving Children and Families                    |                               |                                | Closed                 | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective improvement arrangements across the Schools and Employability Division<br>1 Action – Removed<br>4 Actions - Blue<br>4 Actions – Green<br>2 Actions – Amber |
| C1          | N/A            | SEND Accelerated Progress Plan: Priority one - System Leadership (SEND Strategy, Inter-agency Working, Local Offer)   | Director of SEND and Inclusion                                | N/A                           |                                |                        | Reportable Quarterly  |
| C2          | N/A            | SEND Accelerated Progress Plan: Priority two - Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times) | Director of SEND and Inclusion                                | N/A                           |                                |                        | Reportable Quarterly  |
| C3          | N/A            | SEND Accelerated Progress Plan: Priority three - Working Together Well (coproduction, parental engagement, parental satisfaction)   | Director of SEND and Inclusion                                | N/A                           |                                |                        | Reportable Quarterly  |
| C4          | N/A            | SEND Accelerated Progress Plan: Priority four - Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)                   | Director of SEND and Inclusion                                | N/A                           |                                |                        | Reportable Quarterly  |
| C5          | N/A            | Building on the SEND Improvement Journey, continue to strengthen the system and capacity to promote inclusion of children and young people                                  | Director of SEND and Inclusion                                | N/A                           |                                |                        | Reportable Quarterly  |
| D1          | N/A            | Deliver the Home to School Transport Service Strategy, Policy, and Service Planning and Workstream  | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly  |

| Project Ref | No. of Actions | Project Title  | Project Lead (Role)   | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status | Comments   |
|-------------|----------------|--|---|-------------------------------|--------------------------------|------------------------|--|
| D2          | N/A            | Deliver the Home to School Transport Service People and Organisation Workstream                          | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| D3          | N/A            | Deliver the Home to School Transport Service Customer, Channels and Communications Workstream            | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| D4          | N/A            | Deliver the Home to School Transport Service Transformation and Route Optimisation Workstream            | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| D5          | N/A            | Deliver the Home to School Transport Service IT and Digital Infrastructure Workstream                    | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| D6          | N/A            | Deliver the Home to School Transport Service Data and Performance Management Workstream                  | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| D7          | N/A            | Deliver the Home to School Transport Service Contracts and Commercial Workstream                         | Assistant Director Children and Young Peoples' Travel Service | N/A                           |                                |                        | Reportable Quarterly   |
| E1          | 4              | Strengthen services and partnership approach to support improving outcomes for children and young people | Various   |                               |                                | Open                   | 2 Actions – Blue<br>2 Actions - Amber  |
| E2          | 4              | Deliver Directorate transformation projects to inform and deliver a sustainable service                  | Various   |                               |                                | Closed                 | All Actions closed – activity no longer relevant to the Directorate as responsibility of |

| Project Ref | No. of Actions | Project Title | Project Lead (Role) | Previous BRAG Status Jan 2024 | Current BRAG Status April 2024 | Refresh Outcome Status | Comments  |
|-------------|----------------|---------------|---------------------|-------------------------------|--------------------------------|------------------------|---|
|             |                |               |                     |                               |                                |                        | associated areas of work have been transferred outside of remit |

## Appendix Two

### Children and Families Directorate Improvement Plan Actions Review Summary

| RAG   | Description  |
|-------|--|
| Grey  | Not yet due to start   |
| Red   | Significant delay in implementation/still a worry  |
| Amber | Action started and progress being made   |
| Green | Action completed but continue to monitor closely to ensure it has embedded   |
| Blue  | Action delivered and performance embedded and sustained for over 3 months and meeting/exceeding targets (where the action is measurable) |

| Ref  | Projects and Actions | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome |
|--|----------------------|------------------------|-------------------------|--------------------------|
| Develop and implement the high-level strategic vision for the Directorate underpinned by values and behaviours |                      |                        |                         |                          |

| Ref  | Projects and Actions   | Previous<br>BRAG JAN<br>2024 | Current<br>BRAG April<br>2024 | Refresh Activity Outcome               |
|--|--|------------------------------|-------------------------------|--|
| A1.1   | Develop a high-level vision informed by best practice, evidence base, and voice of children and young people.  |                              |                               | Completed and Embedded – Action Closed |
| A1.2   | Consult on the emerging vision and high-level improvement plan with: <ul style="list-style-type: none"> <li>• Staff</li> <li>• Elected members</li> <li>• CLT</li> <li>• Birmingham Children's Partnership</li> <li>• Head Teachers</li> <li>• Parent Carer Forum</li> </ul>   |                              |                               | Completed and Embedded – Action Closed |
| A1.3   | Describe the culture and behaviours that illustrate how the Directorate will deliver the vision in practice. <ul style="list-style-type: none"> <li>• CSLT Away Days undertaken to develop initial thinking.</li> <li>• Draft behaviours shared with staff, elected members, partners and wider stakeholders.</li> </ul>   |                              |                               | Completed and Embedded – Action Closed |
| A1.4   | Ensure there is clear information available to stakeholders regarding the Directorate's identity including role and functions, vision, values, behaviours, and current operating model. <ul style="list-style-type: none"> <li>• Produce document: Children and Families Directorate, Who we are, what we do and how to access</li> <li>• Ensure web information regarding the Directorate's role is refreshed (including on intranet and the distinction between BCC Children and Families Directorate and BCT is clear)</li> </ul> |                              |                               | Completed and Embedded – Action Closed |
| <b>Develop and implement a fit for purpose operating model for the Children and Families Directorate</b> |  |                              |                               |  |
| A2.1   | Develop the High-Level Directorate Target Operating Model for Directorate. <ol style="list-style-type: none"> <li>1. Director and Assistant Director level</li> </ol>  |                              |                               | Completed and Embedded – Action Closed |



| Ref  | Projects and Actions  | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome  |
|------|---|------------------------|-------------------------|---|
| A2.2 | <p>Seek support and approval for High-Level Target Operating Model (Phase two Cabinet Report – 7<sup>th</sup> June 2022)</p> <ul style="list-style-type: none"> <li>• CLT engagement</li> <li>• Union engagement</li> <li>• Cabinet approval</li> <li>• Staff engagement</li> <li>• Partner engagement</li> </ul> |                        |                         | Completed and Embedded – Action Closed  |
| A2.3 | <p>Implement the new Children and Families Directorate Senior Leadership Team structure.</p> <ul style="list-style-type: none"> <li>• Role design and completion of JDs and PS</li> <li>• Recruitment process.</li> <li>• Appointment and onboarding of permanent posts.</li> </ul>                               |                        |                         | Reprofiled as BAU - Remaining recruitment monitored through an overarching redesign Improvement Plan action         |
| A2.4 | Recruit to senior and transformation posts/additional interim capacity needed to ensure the Directorate is supported through the period of transition towards the implementation of the permanent structure.  |                        |                         | Completed and Embedded – Action Closed  |
| A2.5 | Undertake Directorate Baseline Project to gain a thorough and shared understanding of services, their performance, and resources to inform next steps and opportunities.  |                        |                         | Completed and Embedded – Action Closed  |
| A2.6 | Report on the findings from the Baseline Project in order to inform the long-term requirements for the Directorate.   |                        |                         | Completed and Embedded – Action Closed  |
| A2.7 | <p>Scope the requirements of reviews and identify and agree the appropriate methodology/tool/framework for the range of reviews/development of services required</p> <ol style="list-style-type: none"> <li>1. See section E2.</li> <li>1. Including digital review.</li> </ol>                                   |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |

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| A2.8  | <p>Establish the resource and capacity needed to support the range of reviews/development of services required.</p> <p>2. See section E2.<br/>3. Including digital review.</p>  |                              |                               | Completed and Embedded – Action Closed                           |
| A2.9  | Identify dedicated HR capacity and support to work with the Directorate to successfully implement changes to structure and services (both recruitment and service redesign).  |                              |                               | Completed and Embedded – Action Closed                           |
| A2.10 | Seek support and approval for next steps to implement the Directorate Operating Model in line with Baselineing (Phase three – via MTFP process).  |                              |                               | Completed and Embedded – Action Closed                           |
| A2.11 | <p>Develop detailed plan for each service, following baselineing and confirmation of gaps and services/functions required and services in need of review/redesign (in three categories*),</p> <p>1. Immediate action: current to March 2023<br/>2. Requires in depth review: by March 2024<br/>3. Requires review: by March 2025</p> <ul style="list-style-type: none"> <li>Plan developed including scope of change/review and approvals/governance</li> <li>Including any role design and drafting of JDs and PS and any other enabling workstreams</li> <li>Union/staff/stakeholder consultation</li> </ul> <p>*see transformation projects in Section E of this plan.</p> |                              |                               | Closed no longer relevant  |
| A2.12 | <p>Establish if there is an appetite to engage an external sector leader academic partner to support evaluation of the Birmingham Children Thrive operating model at an appropriate time.</p> <ul style="list-style-type: none"> <li>Approach to evaluation confirmed and programmed into Transformation.</li> </ul>  |                              |                               | Remove – picked up via wider Thriving Families workstreams - BAU |

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| A2.13 | Undertake staff consultation, respond, and address feedback. (Subject to Cabinet approval and in line with Baselining priority categories).  |                              |                               | Duplication, aligns with A2.11                                   |
| A2.14 | Undertake a review of Children and Families Directorate staff accommodation working in line with the vision and principles of the service and to ensure access to appropriate workspace for roles and teams.   |                              |                               | Remove -progressing via leadership discussions                   |
| A2.15 | Undertake a review of services requirements for phone lines and access to equipment in line with service purpose and requirements.   |                              |                               | Closed no longer relevant  |
| A2.16 | <p>Finalise structure and undertake change and planning to support implementation (NB Implementation plan to be developed in line with Baselining Priority categories)</p> <ul style="list-style-type: none"> <li>• Realigning of services to new AD areas</li> <li>• Establishment of new services/functions</li> <li>• Finance/budget realignment/establishment</li> <li>• HR/staff establishment realignment/set up</li> <li>• Ensuring that each AD/Director service area has in place:</li> <li>• Staff and Team development and induction into roles</li> <li>• Transition arrangements</li> <li>• Review policies, procedures, and pathways – including ensuring compliance with statutory duties (and regular review thereafter)</li> <li>• Updating governance arrangements as appropriate</li> <li>• Review/reaffirm outcome measures for services and update Performance Management Framework accordingly.</li> </ul> |                              |                               | Closed no longer requires Improvement Board oversight            |
| A2.17 | <p>Celebrate the Birmingham Children Thrive Directorate Operating Model.</p> <p>Comms plan to be developed including:</p> <ul style="list-style-type: none"> <li>• Focus on new model at Annual Staff Recognition Event, including Market Place</li> <li>• Confirm model with Elected Members and partners</li> <li>• Publish updated document Children and Families Directorate, Who we are, what we do and how to access</li> <li>• Social media and web presence</li> </ul>   |                              |                               | Remove – picked up via wider Thriving Families workstreams - BAU |

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| A2.18   | <p>Develop and implement a Birmingham Children Thrive Induction Programme for all managers within the Directorate to support the successful implementation of the new structure and operating model.</p> <ol style="list-style-type: none"> <li>1. Ensure link up to Corporate and Mandatory training.</li> <li>2. Including focus on: Statutory duties – governance and compliance, quality, performance and benchmarking against good and outstanding practice.</li> </ol> |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign                     |
| A2.19   | <p>In line with Birmingham Children Thrive vision and values and agreed practice model, review and strengthen operational services ways of working, access points and pathways resulting in:</p> <ul style="list-style-type: none"> <li>• Integrated locality working</li> <li>• Services that wrap around children and families</li> <li>• Reducing 'hand offs' between services</li> <li>• Warm handovers</li> </ul>   |                        |                         | Remove – picked up via wider Thriving Families workstreams - BAU  |
| <p><b>Implement a robust evidenced based practice approach across the Children and Families Directorate that supports the Directorate to successfully implement its vision and values</b></p> |  |                        |                         |   |
| A3.1  | <p>Undertake initial scoping regarding the implementation of Restorative and Relationship Based Practice in line with the Directorate's vision and values.</p> <ul style="list-style-type: none"> <li>• Aligned to Corporate and partnership ways of working.</li> </ul>   |                        |                         | Completed and Embedded – Action Closed  |
| A3.2  | <p>Work with the Directorate Leadership Forum to roll out relationship-based practice.</p> <ol style="list-style-type: none"> <li>1. 'Introductory Conversation' with Leadership Forum</li> <li>2. Sessions (series of 5 Action Learning Set sessions planned for 3 cohorts over 5 months)</li> <li>3. Cohorts agreed</li> </ol>   |                        |                         | Completed and Embedded – Action Closed  |
| A3.3  | <p>Develop and agree an Outcomes Framework to support the roll out of Restorative Practice.</p> <ol style="list-style-type: none"> <li>1. Agree the success measures that the Directorate will use to understand the impact of Restorative Practice action learning sets.</li> </ol>   |                        |                         | Action Closed - Action was withdrawn from the plan, taken as a Board decision. Financial pressures – activity to be reviewed April 2025 |

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|  |  |                        |                         |  |
| A3.4   | Agree the plan and approach for the roll out of Restorative Practice to all staff and teams across the Directorate.  |                        |                         | Action Closed- Action was withdrawn from the plan, taken as a Board decision. Financial pressures – activity to be reviewed later April 2025 |
| A3.5   | Define the wider Practice model for staff and teams working directly with children and families ensuring synergy with the established Birmingham Children's Trust model, and alignment with the emerging Birmingham Children's Partnership approach and the work being undertaken to embed co-production by default in the SEND Improvement Programme. |                        |                         | Reprofiled   |
| A3.6   | Restorative Practice approach shared with school and setting leaders at mini-inclusion conferences (Summer 2022).  |                        |                         | Financial pressures – further associated activity to be reviewed later April 2025  |
| A3.7   | Work with schools and setting leaders to develop an approach to promoting the principles of Restorative Practice as part of the delivery of the partnership's Inclusion Strategy.  |                        |                         | Financial pressures – further associated activity to be reviewed later April 2025  |
| A3.8   | Implement a Directorate wide Supervision Policy and Framework promoting relationship-based practice (with supporting tools) supplementing corporate guidance but tailored to the needs of the service.   |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign                          |
| <b>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</b> |  |                        |                         |  |
| A4.1   | Establish a Directorate Business Intelligence and Performance Lead supported by Business intelligence and performance analysts to ensure the Directorate is supported to implement robust monitoring and analysis and reporting of performance.  |                        |                         | Completed and Embedded – Action Closed   |

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|      |   |                        |                         |   |
| A4.2 | <p>Develop, implement and embed a Performance Management Framework for the Directorate (aligning to Corporate frameworks) to ensure there is an accurate and systematic understanding of performance and impact of services as 'business as usual'.</p> <ul style="list-style-type: none"> <li>Performance Management Framework is produced, approved by CSLT and launched</li> <li>Performance conversations launched across services focusing on: What's going well? What are we worried about? And What are we doing about it?</li> <li>Monthly Performance Board in place</li> <li>Birmingham Children Thrive Quarterly and Performance and Quality Conference launched (all managers)</li> <li>Headline monthly performance report provided to Cabinet Member</li> </ul> |                        |                         | Completed and Embedded – Action Closed  |
| A4.3 | <p>Develop a suite of Key Performance Indicators and Performance Report for each service area:</p> <ul style="list-style-type: none"> <li>Target KPI Report in place</li> <li>Incorporating national KPIs and agreed local and other best practice KPIs (including national, statistical neighbour and regional comparator data) and monthly line of sight, monitoring and analysis of Annex A/other data information required by Ofsted to inform inspection.</li> <li>Monthly KPI Report in place to inform performance conversations.</li> </ul>   |                        |                         | Completed and Embedded – Action Closed  |
| A4.4 | Undertake data quality work to ensure accuracy, quality and confidence in all KPIs – prioritising statutory measures.   |                        |                         | Completed and Embedded – Action Closed  |
| A4.5 | <p>Support and develop all managers to increase their use of performance information to drive and sustain improvement.</p> <p>2. In addition to service performance monitoring, include HR and finance and budget monitoring (inc. agency spend)</p>  |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| A4.6 | Strengthen reporting on SEND performance through 'business as usual' arrangements (CLT and Cabinet)   |                        |                         | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign               |

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|  |   |                              |                               |   |
| Ensure effective digital systems and technology are in place to support the Directorate to deliver good services and support IT enabled change |   |                              |                               |   |
| A5.1   | <p>Agree governance and delivery arrangements (including BAU arrangements to manage ongoing system development) to support this Project.</p> <ol style="list-style-type: none"> <li>1. IT Governance Group</li> <li>2. Staff User Group</li> <li>3. Establish Terms of Reference and Governance document - including 'scheme of delegation' for sign off on system changes</li> </ol> |                              |                               | Completed and Embedded – Action Closed  |
| A5.2   | <p>Establish an overview of 'as is' software systems in place supporting the Directorate to deliver services.</p> <ol style="list-style-type: none"> <li>1. Including system access needs by teams that are not already in place</li> <li>2. Including contract status and re-procurement timelines</li> </ol>  |                              |                               | Completed and Embedded – Action Closed  |
| A5.3   | <p>Establish an overview of services using spreadsheets to record service information.</p> <ol style="list-style-type: none"> <li>1. To inform data mapping</li> </ol>  |                              |                               | Completed and Embedded – Action Closed  |
| A5.4   | <p>Confirm Directorate strategic vision and intentions regarding key systems to be used in the medium to longer term.</p> <ol style="list-style-type: none"> <li>1. Including appetite for systems to talk to each other/feed into a single portal through automation</li> </ol>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A5.5   | Identify a Business Systems Owner for each software system used by the Directorate.   |                              |                               | Completed and Embedded – Action Closed  |
| A5.6   | Identify system technical expert users from within the Directorate for each software system.  |                              |                               | Completed and Embedded – Action Closed  |

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| A5.7  | Support managers in the development of Digital Leadership, through:<br><br>2. Learning and development<br>3. Incorporating opportunities for implementing digital solutions to increase efficiency as part of service reviews<br>4. Expert support from Digital team to work alongside the service  |                              |                               | Duplication picked up as part of A5.8 and 5.10  |
| A5.8  | Develop a single Directorate Digital and Customer Transformation Action Plan, and secure resource required, to support the Directorate to implement digital and customer improvements and transformation in support of the Directorate's vision (and aligned to corporate strategy).<br><br><ul style="list-style-type: none"> <li>Bringing together all requirements of developing systems into one plan</li> <li>Child and family systems – to enable effective operational recording and tracking of support, reporting, and monitoring</li> <li>Data mapping exercise</li> <li>Effective access to and interaction with services.</li> <li>Workflow planning with teams.</li> <li>Training and development needs/user support – aligned to system development/improvement.</li> </ul> |                              |                               | Remain Open   |
| A5.9  | Implement the Directorate's Digital and Customer Transformation Action Plan.<br><br>1. With incremental milestones  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A5.10<br><br>NEW  | Support the implementation of the internal Impulse - IT Audit recommendations.  |                              |                               | Remain Open   |
| 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 |   |                              |                               |   |
| A6.1  | Implement a Children and Families Directorate Working Group to co-produce a comprehensive   |                              |                               | Remain Open   |



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|      | <p>Directorate action plan to respond to the findings and recommendations from Everyone's Battle, Everyone's Business report. *Including:</p> <ol style="list-style-type: none"> <li>1. Implementation of the new EDI Accountability Inclusive Leadership Assessment</li> <li>2. EDI Train the Trainers</li> <li>3. Review of JDs and Person specs</li> <li>4. Links with Universities and future talent management – working with graduates</li> <li>5. Promoting anti-oppressive practice and approaches</li> </ol> |                              |                               |   |
| A6.2 | <p>Streamline recruitment processes to support the effective, efficient, and timely implementation of the Birmingham Children Thrive vision.</p> <ul style="list-style-type: none"> <li>• Rapid review of recruitment pathways, and support aligned to them.</li> <li>• Recruitment pathways reset to enable recruitment and onboarding to move at pace - reducing the burden on officer time and resource.</li> </ul>  |                              |                               | Remove – Corporate Responsibility supported by Directorate activity   |
| A6.3 | <p>Develop and implement a Directorate Recruitment and Retention Strategy setting out the organisation's commitment and plans to recruit and retain staff, mapping out career pathways and opportunities for development.</p> <ul style="list-style-type: none"> <li>• Linking to the work already commenced for SEND services.</li> <li>• Supporting the principles of Everyone's Battle, Everyone's Business</li> </ul>   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| A6.4 | <p>Produce and implement communications aligned to the Recruitment and Retention Strategy</p> <ul style="list-style-type: none"> <li>• Micro-site utilised</li> <li>• Use of sector specialist press and national opportunities to promote Birmingham Children and Families Directorate</li> <li>• Social media campaigns</li> </ul>  |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| A6.5 | <p>Produce targeted recruitment materials for agency staff covering positions that are fixed term or permanent promoting Birmingham City Council as an employer of choice.</p>  |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |

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|       |  |                              |                               |   |
| A6.6  | Implement a monthly Meet the Leadership Team Induction Event – enabling all new staff to understand the context of the Directorate, within the Council and partnership, and understand how they contribute to the Improvement Journey and the vision of the Directorate.   |                              |                               | Completed and Embedded – Action Closed  |
| A6.7  | Embed Exit Interviews to understand the reasons for when staff decide to leave the organisation ensuring that learning is fed back into service and workforce development.   |                              |                               | Completed and Embedded – Action Closed  |
| A6.8  | <p>Implement robust workforce sufficiency planning and performance monitoring that informs the Directorate's Recruitment and Retention Strategy and focuses on ensuring the workforce is representative of the community we serve:</p> <ul style="list-style-type: none"> <li>• Workforce planning and profile data routinely monitored through Performance Management Framework by service, including Workforce profile, sickness, turnover, agency/perm workforce, exit interviews - so we are able to address any dips in performance and ensure appropriate support in place.</li> <li>• In line with recommendations of the Everybody's Battle, Everybody's Business Report.</li> </ul> |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| A6.9  | <p>Work with a Learning and Development partner to strengthen capacity within the Directorate to promote and implement Inclusive Leadership:</p> <ol style="list-style-type: none"> <li>1. Intervention designed and proposal presented to CSLT.</li> <li>2. Staff identified as leaders to drive Equality, Diversity and Inclusion accountability across the Directorate</li> <li>3. Implement Train the Trainer model</li> </ol>   |                              |                               | Completed and Embedded – Action Closed  |
| A6.10 | Support line managers to provide a consistent approach including corporate appraisal process, best practice and high quality 121 meetings and team support to ensure that all staff receive high quality support that enables them to deliver the best services.   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |

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|   |   |                              |                               |   |
| A6.11   | <p>Implement the Annual <b><i>Birmingham Children Thrive Staff Awards Event</i></b> to provide an opportunity to recognise and celebrate staff and the impact they have.</p> <p>1. Link with Corporate and other Council staff award events to ensure join up</p>   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| A6.12   | Take all legitimate steps to regularise the roles of all relevant staff and managers, moving from interim to permanent appointments wherever and as quickly as possible in the interest of stable SEND and children's services.   |                              |                               | Reprofiled as BAU. Picked up as part of the Directorate Redesign workstream   |
| A6.13   | <p>Undertake a Task and Finish exercise to explore opportunities to incentivise retention of key staff whose roles are business critical to the successful delivery of SEND improvement.</p> <p>1. Research successful approaches implemented in other areas.<br/>2. Findings fed into Recruitment and Retention Strategy</p> |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign |
| <b>Ensure there is effective professional development that is accessible to the Children and Families Directorate workforce</b> |   |                              |                               |   |
| A7.1  | Identify leadership and co-ordination capacity required to support the roll out and embedding of workforce development and learning culture within the Directorate.   |                              |                               | Completed and Embedded – Action Closed  |
| A7.2  | Identify sufficient budget and resource to support the implementation of workforce development within the Directorate.  |                              |                               | Completed and Embedded – Action Closed  |

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| A7.3  | <p>Develop a Workforce Development Strategy – with core competencies and support for Children and Families Directorate staff to deliver best practice in their respective disciplines and in Directorate wide approaches.</p> <ul style="list-style-type: none"> <li>Aligned to statutory duties and directorate priorities.</li> </ul>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A7.4  | <p>Establish Children and Families Services Professionals Career Pathways (underpinned by Learning and Development and aligned to appraisal) to support Birmingham City Council to nurture talent and 'grow its own'.</p> <ul style="list-style-type: none"> <li>Linking with the Recruitment and Retention Strategy and overall aim to reduce the dependency on agency staff.</li> <li>Implementing pathways (underpinned by support)</li> <li>Linking with Everyone's Battle, Everyone's Business</li> </ul>   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A7.5  | <p>Implement a Workforce Development Plan and offer for staff aligned to the Directorate's priorities, professional disciplines, core competencies (supplementary to mandatory Corporate and Safeguarding partnership learning and development) and informed by national evidence based best practice.</p> <ul style="list-style-type: none"> <li>Linking to the work already commenced for SEND services.</li> <li>Using a blend of approaches including Action Learning Sets, access to sector specialist learning, joint learning with partners, 'Learning bites' etc.</li> <li>Establish mechanism for cascade to staff including identify platform for learning and development resources.</li> </ul> |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A7.6  | <p>Optimise the use of Research in Practice and other evidence-based resources to inform practice, learning and development.</p> <ol style="list-style-type: none"> <li>With regular access to and cascade of learning opportunities and resources to front line staff.</li> </ol>   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| <p><b>Establish and embed a learning culture across the Children and Families Directorate so that learning systematically informs the way we work and service development</b></p> |  |                              |                               |   |

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| A8.1 | <p>Identify leadership and co-ordination capacity required to support the roll out of quality assurance development within the Directorate.</p> <ol style="list-style-type: none"> <li>Leadership and coordination in place</li> <li>QA leads identified to drive QA across professional disciplines (including leading moderation)</li> </ol>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A8.2 | Identify sufficient budget and resource to support the implementation of quality assurance within the Directorate.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A8.3 | <p>Develop and implement a robust Quality Assurance Framework and learning loop across the Children and Families Directorate. To include:</p> <ul style="list-style-type: none"> <li>Regular audit and dip sampling (including triangulating with voice of the child, parents and carers, other users of our services and partners)</li> <li>Moderation arrangements in place with clear guidance/standards on 'what good looks like'</li> <li>Bringing together learning from quality assurance to inform learning and development and feed into continuous improvement.</li> <li>Including building in Peer Review as a tool to support continuous improvement</li> </ul> |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A8.4 | Implement a robust approach to managing, monitoring, and learning from complaints and compliments - linking to the Directorate's learning and development offer and embedding within the Performance Management Framework.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A8.5 | Building on work from SEND Programme, implement a co-ordinated strategic approach to engagement, participation and co-production of children and young people across the Directorate and alongside colleagues from the Council and partnership.   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |

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|  | <ol style="list-style-type: none"> <li>Roles with specialist skills supporting participation mapped out and aligned.</li> <li>Lead identified.</li> <li>Listening and involving children and young people strategy in place.</li> <li>Strategy lead – Strategic Governance and Planning</li> <li>Operational lead – Head of Youth Service</li> </ol>  |                              |                               |   |
| <b>Establish robust operating and governance arrangements that enable senior leaders and elected members to maintain a line of sight to services</b> |   |                              |                               |   |
| A9.1   | <p>Establish the permanent capacity to support the Director of Children's Services to lead a well-run Directorate including:</p> <ol style="list-style-type: none"> <li>Governance, inspection and self-assessment</li> <li>Continuous improvement</li> <li>Staff and stakeholder engagement</li> </ol>   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.2   | Implement a Governance and Meetings Framework for the Directorate setting out the Directorates arrangements for line of sight to services across the Directorate.   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.3   | Implement a Scheme of Delegation for the Directorate that sets out the levels of decision making and delegated responsibility (including practice) across services within the Directorate.  |                              |                               | Completed and Embedded – Action Closed  |
| A9.4   | <p>Map out, review and confirm the Directorate's engagement with key strategic partnership and corporate meetings - ensuring engagement at the appropriate level and arrangements in place to cascade information effectively and escalate as necessary.</p> <p>Including:</p> <ul style="list-style-type: none"> <li>Safeguarding Children Partnership meetings and sub-groups</li> <li>Birmingham Education Partnership meetings</li> <li>Engagement with school forums</li> <li>Parent Carer Forum engagement</li> <li>Community Safety Partnership Forum</li> </ul> |                              |                               | Completed and Embedded – Action Closed  |

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|      | <ul style="list-style-type: none"> <li>Combined Authority meetings</li> </ul>   |                        |                         |   |
| A9.5 | <p>Develop a document and narrative that explains the Directorate's role and relationships with key partnerships and organisations across the City, including the relationship with Birmingham Children's Trust and Birmingham Education Partnership.</p> <ul style="list-style-type: none"> <li>Document/narrative produced and published to confirm the landscape of partner organisations and their relationships.</li> </ul>  |                        |                         | Completed and Embedded – Action Closed  |
| A9.6 | <p>Implement a Senior Leadership Visit Programme to ensure that senior leaders (Officer and Political) have a line of sight to front line services for children and young people, ensuring that learning from visits informs continuous improvement.</p> <ol style="list-style-type: none"> <li>To include schools and settings – early years and post 16 and children and families Directorate services</li> <li>Briefings prepared for senior leaders ahead of visits to schools</li> <li>System to record feedback from visits in place</li> </ol>   |                        |                         | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.7 | <p>Establish a robust approach to the development, implementation, maintenance, and review of policy and procedures for the Directorate in line with statutory duties and national best practice to ensure that all staff and managers have a clear framework to work to. Including:</p> <ul style="list-style-type: none"> <li>Clear linkages to agreed partnership safeguarding policies and procedures.</li> <li>Particular focus on operational practice policies and procedures.</li> <li>Implementing governance system and arrangements to monitor and review.</li> <li>Linking to learning from quality assurance (implementing any required changes as a result).</li> </ul> |                        |                         | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.8 | <p>Implement arrangements to ensure that an Annual Test of Assurance takes place (in line with the Statutory Guidance for the roles of the Directorate of Children's Service and Lead Member for Children's</p>   |                        |                         | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |

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|       | Services) and informs the Directorate's Self-Assessment and continuous improvement.  |                              |                               |   |
| A9.9  | Implement an annual Children and Families Directorate Self-Assessment to inform the Directorate's annual strategic planning cycle and continuous improvement and in line with the Annual Conversation with Ofsted (see Inspection of Local Authority Children's Services guidance).  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.10 | <p>Ensure Elected Members are well supported by implementing an Elected Member Development Programme to provide access for elected members to high quality learning, development and information to support them in their roles as committee members and ward councillors.</p> <ul style="list-style-type: none"> <li>• Including access to LGA peer support and resources.</li> <li>• Programme developed.</li> <li>• Programme launched.</li> <li>• Programme operational as business as usual and Elected Members having regular access to briefings and information</li> </ul> |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.11 | <p>Strengthen the Directorate's presence on the intranet to provide information for staff and elected members regarding the Directorate, how it works, policies and procedures.</p> <p>1. Development and maintenance of staff intranet content transferred into business as usual.</p>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.12 | Develop and implement a ' <i>Working Together for our Children, Young People, Families and Communities Protocol</i> ' between the Directorate and Cabinet Member, informed by best practice.   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |



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| A9.13 | Establish robust arrangements to support the tracking and timely implementation of agreed Internal Audit recommendations.   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.14 | Establish robust arrangements to support the monitoring and review of Directorate Business Continuity and Risk Register.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.15 | Implement robust arrangements to monitor and track notifications from Department for Education, Ofsted, National Children's Commissioner and MPs ensuring any actions are addressed and responded to appropriately and in a timely manner.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.16 | Strengthen the approach to responding to Directorate Freedom of Information Requests.   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.17 | Promote vigilance to fraud and scams to staff and schools.<br><br>1. Message to schools via notice board<br>2. Raise with Head Teacher fora   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A9.18 | Take immediate and long-term steps to re-establish the City Council as a "children's services authority" in line with Children Act 2004.<br><br>3. Re-creating a "children's department" in some form and name and including the explicit title and role of the DCS; Ensuring that the various leadership roles, politicians and officers, are consistent with statutory guidance.<br><br>4. Promoting a children's partnership with a clearly stated vision and plan for the city's children with the DCS leading that work. |                              |                               | Remove  |
| A9.19 | Undertake a business process review to ensure corporate business process and governance   |                              |                               | Remove  |

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|  | <p>arrangements and systems are fit for purpose and efficient.</p> <ol style="list-style-type: none"> <li>Ensuring processes are supportive and do not hinder service delivery: E.g. HR, finance, governance and decision making.</li> <li>Comparing to other LAs judged to be good and outstanding</li> </ol>  |                              |                               |   |
| A9.20  | <p>Implement improvements to Corporate Services and systems arising from the review.</p> <ol style="list-style-type: none"> <li>Action plan put into place to support roll out and implementation of recommended improvements.</li> <li>Staff and stakeholders supported to embed changes.</li> <li>Action plan fully delivered, and changes embedded across services.</li> </ol> |                              |                               | Closed  |
| A9.21  | <p>Conduct an exercise with external support to review and refresh the member-officer culture to ensure it is fit for purpose especially but not only in the support of children's service improvement.</p>   |                              |                               | Remove  |
| A9.22  | <p>Strengthen the Local Authority's role as Commissioner of Birmingham Children's Trust.</p> <ol style="list-style-type: none"> <li>Arrangements clearly defined in appropriate Governance documents.</li> </ol>  |                              |                               | Remove  |
| A9.23<br><br>NEW   | <p>Ensure appropriate security measures and management procedures in place for processing of data and the assessment of information risk in line with GDPR.</p> <ol style="list-style-type: none"> <li>Deliver audit recommendations.</li> </ol>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| Ensure staff have opportunities to shape and influence continuous improvement with the Directorate |   |                              |                               |   |

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| A10.1   | Implement Termly All Staff Roadshows to keep staff updated on Directorate developments and hear their views.<br><br>2. Transferred into 'business as usual' arrangements   |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A10.2   | Implement the Children and Families Directorate Staff Reference Group, with representation from across the Directorate, to ensure staff voice is central to the Directorate's Improvement Journey.<br><br>3. Linking Directorate approach to Everyone's Battle, Everyone's Business listening circles<br>4. Inviting the group to co-produce the solutions to Improvement Programme priorities<br>5. Nominate/seek volunteers to act as inclusion leads and champions to support above |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A10.3   | Implement Staff Pulse Survey to 'temperature' check how staff feel throughout the Improvement Journey.<br><br><ul style="list-style-type: none"> <li>First Staff Pulse Survey designed and launched.</li> <li>Findings analysed and reported to Senior Managers, Staff Reference Group and all staff</li> <li>Learning inform Directorate and service improvement.</li> </ul>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A10.4   | Strengthen the Directorate information for staff on the Council's Intranet site including ' <b>how to have your say and get involved</b> ' section.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| A10.5   | Implement Everyone's Battle, Everyone's Business updates into Staff Engagement events.<br><br>1. Termly Staff Webinars<br>2. Staff Reference Group<br>3. Leadership Forum  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign |
| Implement and embed a co-ordinated, planned, and strategic approach to Directorate communications |  |                              |                               |   |

| Ref   | Projects and Actions  | Previous<br>BRAG JAN<br>2024 | Current<br>BRAG April<br>2024 | Refresh Activity Outcome               |
|-------|---|------------------------------|-------------------------------|--|
| A11.1 | Review staff outlook groups and agree arrangements to review and maintain as business as usual.<br>1. Implement robust process for review and updating.   |                              |                               | Completed and Embedded – Action Closed |
| A11.2 | Implement Fortnightly Staff Communications embedding into 'business as usual'.<br>• Staff comms transferred into permanent team as business as usual.   |                              |                               |  |
| A11.3 | Review and develop the Directorate's web presence in line with service developments, statutory requirements and best practice.<br>1. Baseline of existing content mapped<br>2. Developments/improvements to content scheduled and aligned to/prioritised with other key plans   |                              |                               | Open                                   |
| A11.4 | Identify permanent capacity and resource to support the Directorate with effective internal and external communication/promotion of services, delivering statutory duties and improvement.  |                              |                               | Open                                   |
| A11.5 | Develop and implement a co-ordinated and strategic approach to communications.<br>• Communications plan in place and reviewed regularly by the Directorate's senior leadership team.<br>• Transferred into business as usual  |                              |                               | Open                                   |
| A11.6 | Establish a resourced SEND Communications Strategy to establish more fluent, frequent and effective communications with parents and carers.<br>1. Focussing on both the communications of the improvement work and ensuring effective case work communication.<br>2. Communications transfer into 'business as usual' arrangements. |                              |                               | Completed and Embedded – Action Closed |

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| A11.7  | <p>Work with the Corporate Design Team to position children and young people within agreed corporate branding and identity products. Examples include:</p> <ul style="list-style-type: none"> <li>A4 and A3 templates</li> <li>Powerpoint slide deck</li> <li>Banners for documents</li> <li>Teams background.</li> </ul>  |                              |                               | Open                                   |
| A11.8  | <p>Ensure a robust approach is implemented across the Directorate (along with resources, support and guidance) to fully understand the composition of audience cohorts and their communication needs and therefore the effectiveness of comms campaigns/solutions e.g.</p> <ol style="list-style-type: none"> <li>1. Accessibility</li> <li>2. Easy read</li> <li>3. English as a second language</li> </ol> |                              |                               | Open                                   |
| A11.9  | Implement a strategy, guidance and support for managers and staff to optimise social media in delivering the Directorate's priorities and improvement.   |                              |                               | Open                                   |
| A11.10   | Develop and maintain a system for telephone and digital access for parents to SENAR information to improve communication and reduce queries by September 2022.   |                              |                               | Completed and Embedded – Action Closed |
| <b>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</b> |  |                              |                               |  |
| A12.1  | <p>Strengthen the role of the Health and Wellbeing Board and Integrated Care System (along with City Board and Community Safety Partnership) as champions to improve outcomes for children and young people.</p> <ul style="list-style-type: none"> <li>Clear Governance arrangements in place</li> </ul>  |                              |                               | Completed and Embedded – Action Closed |

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|       | <ul style="list-style-type: none"> <li>Establish close working relationships between Boards through common membership and agenda/forward planning and joint working on priorities.</li> <li>Ensure golden thread with priorities.</li> </ul>  |                        |                         |   |
| A12.2 | Work together with the Integrated Care Board and system to strengthen their role as a partner in improving outcomes for children and young people.  |                        |                         | Completed and Embedded – Action Closed  |
| A12.3 | <p>Working with Birmingham Children's Partnership, develop a new 5 year Children and Young People's Plan to improve the long-term outcomes for children and young people in the City.</p> <p>1. Including Child Friendly City and Year of Change for Children</p>   |                        |                         | Completed and Embedded – Action Closed  |
| A12.4 | <p>Implement a BCP Children and Young People's Plan Performance Management Framework to enable the partnership is able to effectively monitor and track progress towards delivering the plan. Including:</p> <p>2. Quarterly Reporting to the Birmingham Children's Partnership Board</p> <p>3. Annual Report of progress</p> <p>4. Six monthly line of sight reporting to Health and Wellbeing Board and ICS</p> <p>5. Six monthly progress updates to Council governance and partner organisation's governance.</p> |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU. |
| A12.5 | Strengthen the Birmingham Joint Strategic Needs Assessment to include greater emphasis and focus on children, young people, and families including children with SEND.  |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU. |
| A12.6 | Develop and implement a plan of Council and partnership activities and commitments to kick start <i>Change for Children and Young People 2023-2027</i> programme and UNICEF Child Friendly City, placing  |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and  |

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|        | <p>children and young people firmly at the heart of Birmingham.</p> <p>6. Including how BCC's Corporate Parent plans to strengthen offer for children in care and care leavers.</p>   |                        |                         | updated accordingly. This will include reprofiling some activity as BAU.  |
| A12.7  | Implement a Memorandum of Understanding to outline the commitment of partnership organisations in delivering the Children and Young People's Plan.  |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU. |
| A12.8  | <p>Ensure the Council is positioned to provide leadership, support, and facilitation to galvanise the energy and commitment of partners towards a shared vision for all children and young people in Birmingham and to secure their firm support in working together to deliver this for the long term.</p> <ul style="list-style-type: none"> <li>Establish robust interim arrangements to support the Birmingham Children's Partnership</li> <li>Secure support and resources to implement proportionate permanent capacity and arrangements to support the Board in the long term to maintain the effectiveness of the partnership.</li> </ul> |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU. |
| A12.9  | <p>Develop a <b><i>Birmingham Children Thrive Engagement with Settings Framework</i></b> to set out and inform a shared understanding of how early years, schools, and post 16 providers collaborate.</p> <p>1. Resulting in improved co-ordination and wider representation of schools in Birmingham policy development and strategic planning.</p>  |                        |                         | This activity has clear alignment with the Birmingham Children and Young People Partnership priorities and workstreams and the New Relationship with Schools agenda. The project milestones will be assessed and updated accordingly. This will include reprofiling some activity as BAU. |
| A12.10 | Establish a Head Teacher Reference Group to sense check and advise the LA and partners on approaches to engaging schools and to temperature check the impact of improvement activity.   |                        |                         | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign   |

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|  |  |                              |                               |   |
| A12.11   | Plan and lead a collaborative process with schools to re-set the wider relationship between schools and the LA, including in relation to SEND, taking the opportunity of the appointment of the DCS and SEND Commissioner's report.  |                              |                               | Reprofile to align with New Relationship with Schools and School Improvement Activity |
| A12.12   | <p>Strengthen the Council's arrangements regarding school improvement and schools causing concern, in partnership with stakeholders</p> <ol style="list-style-type: none"> <li>2. Robust school improvement conversations with partners</li> <li>3. Forum up and running bringing together intelligence and providing high support and high challenge (e.g. attendance, suspensions, exclusions, achievement etc.)</li> <li>4. Develop a school performance dashboard</li> <li>5. Continue to develop reliable data sets for the directorate and schools to utilise</li> </ol> |                              |                               | Reprofile to align with New Relationship with Schools and School Improvement Activity |
| A12.13   | <p>Strengthen the Directorate's support to schools following Ofsted Inspection:</p> <ol style="list-style-type: none"> <li>1. Senior leadership have a shared and up to date understanding of school Ofsted judgements</li> <li>2. Clear understanding of the Directorate and partnership support provided to schools in need</li> <li>3. Letter/email from Director to be sent to all schools following inspection outcome</li> </ol>   |                              |                               | Reprofile to align with New Relationship with Schools and School Improvement Activity |
| <b>Ensure financial processes are embedded so that budget resources available to the directorate are allocated and used most effectively</b> |  |                              |                               |   |
| A13.1  | <p>Embed budget accountability and responsibility by ensuring budget managers are appropriately skilled and trained, and budget is discussed within line management arrangements, specific finance support meetings, and in team meetings.</p> <ol style="list-style-type: none"> <li>4. Resulting in the directorate and its supporting finance teams in producing accurate and timely financial reporting.</li> </ol>  |                              |                               | Reprofile – Corporate   |



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| A13.2  | Introduce Head of Service budget accountability letters alongside the existing budget accountability letters for Directors and AD's.   |                        |                         | Reprofile – Corporate  |
| A13.3  | Ensure the Children and Families Directorate is proactively contributing to the MTFP process, including developing detailed demand profiling, projections and planning, particularly in demand led services such as the Children and Young People's Travel Service.  |                        |                         | Open   |
| A13.4  | Over time begin to address overall budget sufficiency by initially seeking mitigations and virements within the Children and Families Directorate to address budget pressures before seeking funding from across wider BCC resources.<br><br>5. Enable reinvestment to take place where required.  |                        |                         | Open   |
| A13.5  | Consider a review of the Birmingham High Needs Block top up fund.  |                        |                         | Open   |
| A13.6  | Continue work to review and address off-contract spend, implementing robust systems and controls to prevent off-contract arrangements.   |                        |                         | Open   |
| A13.7  | Implement robust financial controls and monitoring, in line with reviewed Scheme of Delegation, Directorate line management structure, and supported by Corporate Finance Team and systems.  |                        |                         | Open   |
| <b>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</b> |  |                        |                         |  |
| B1.1   | <b>Review</b> systems in place to record, track and respond to all children who are missing from full time education and ensure capacity is in place to provide a robust response, including for: <ul style="list-style-type: none"> <li>Children who do not have a school place</li> <li>Children who are not in full time education</li> <li>Children who have moved into the area without a school place</li> </ul> |                        |                         | Remain Open – Requires Improvement Board oversight<br><br>Progress dependent on completion of redesign. Developing COOS is firming foundations for this element. |

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|      | <ul style="list-style-type: none"> <li>Children receiving interim learning from home bridging or other part-time alternative provision/unregistered provision</li> <li>Children who are excluded/suspended</li> <li>Children at risk of exclusion/suspension</li> <li>Children who are absent from school</li> <li>Young people who are NEET</li> <li>Young people who are known to the Youth Offending Service</li> </ul>   |                        |                         | Missing children, a triage process is activated across the directorate to ensure that children's education and safeguarding journey is understood, and any actions brokered.   |
| B1.2 | <p><b>Implement</b> strengthened Children Missing Out on Education systems, processes, support, and pathways to ensure children who are missing education receive a planned and co-ordinated rapid response and return to full time education.</p> <p>In line with statutory guidance: <a href="https://www.gov.uk/government/consultations/children-missing-education">Children missing education - GOV.UK (www.gov.uk)</a></p> <ul style="list-style-type: none"> <li>Fortnightly tracking and monitoring in place with tenacious partnership activity to support children back into full time education and keep them safe.</li> <li>Including focus on children at risk of exclusion/suspension</li> </ul> |                        |                         | Remain Open – Requires Improvement Board oversight. Progress dependent on completion of redesign.  |
| B1.3 | Work with colleagues within Birmingham Children's Trust to ensure practitioners across the partnership social workers/family support workers are supported in ensuring that children attend school/and where children are not in school, they are able to access support and interventions for their children, to recognise children not attending school and are able to tailor interventions appropriately.  |                        |                         | Remain Open – Requires Improvement Board oversight.  |
| B1.4 | <p>Ensure that arrangements are in place and embedded to identify the number of children not in full time school education/post 16 provision and to respond if there are concerns about their welfare.</p> <ul style="list-style-type: none"> <li>Children missing education systems and practitioners are working together with children's social care and partners to ensure children are protected and to reduce the risk of harm or further harm.</li> <li>Information incorporated into 'business as usual' performance monitoring arrangements</li> </ul>  |                        |                         | <p>Remain Open – Requires Improvement Board oversight.</p> <p>There are now robust arrangements developing across the partnership with collaboration between teams to improve awareness of DfE guidance and best practice in relation to children in EHE. There is emerging good</p> |

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|                         |   |                              |                               | practice with other areas of children out of sight, with Education Safeguarding teams working more responsively with BCT to ensure respective skills sets are blended to support children back into school |
| B1.5                    | Urgently review the need for Safe and Well checks for children out of school, in line with statutory and best practice guidance, implementing any changes to practice/procedures identified as required.  |                              |                               | Remain Open – Requires Improvement Board oversight.  |
| B1.6                    | <p>Work together with our partners to strengthen joint working and communication between education (including attendance teams), schools, children's social care to ensure robust practice regarding children who are not attending school and keeping them safe.</p> <ul style="list-style-type: none"> <li>Resulting in robust practice and systems ensuring professionals are sighted on the lived experience of children and have clear plan to ensure children are safe and in full time education</li> <li>Early help, multi-agency approaches to improve school attendance are supported by associated strategies such as the Early Help and Inclusion strategies</li> </ul> |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign  |
| B1.7                    | Ensure sufficient capacity is in place to deliver statutory duties and practice expectations regarding school attendance and children not in school.  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign  |
| B1.8<br>(Links to E1.7) | <p>Develop an attendance strategy with key stakeholders that includes emphasis on the primary phase and ensuring early help is in place to support children and families.</p> <ul style="list-style-type: none"> <li>In line with statutory guidance and best practice.</li> </ul>  |                              |                               | Reprofiled as BAU. Activity is supported by dedicated Directorate team, achieved through the redesign  |
| B1.9                    | Embed school attendance in school improvement strategies, ensuring the systematic use of attendance data to highlight schools of concern where there are high levels of persistent and/or severe absence,   |                              |                               | Reprofile to align with New Relationship with Schools and School Improvement Activity  |

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|   | ensuring those schools are supported to improve attendance.   |                        |                         |   |
| B1.10   | Ensure robust arrangements and pathways are in place in Birmingham to prevent suspension and exclusions.  |                        |                         | Reprofile to align with New Relationship with Schools and School Improvement Activity   |
| B1.11   | Establish robust links and increased joint working with housing services and providers to increase awareness of: children not in full time education, children in temporary accommodation and how housing partners can support.   |                        |                         | Reprofile to align with New Relationship with Schools and School Improvement Activity   |
| B1.12   | Work with schools to increase their understanding of the School Admissions Code.  |                        |                         | Reprofile to align with New Relationship with Schools and School Improvement Activity   |
| <b>Ensure robust arrangements are in place to respond to safeguarding issues in schools</b> |   |                        |                         |   |
| B2.1  | <p>Embed an agreed and shared protocol for addressing <i>school related safeguarding concerns/notifications regarding individual children</i> from DfE and Ofsted ensuring a robust response and shared understanding of processes is in place across the Directorate.</p> <ul style="list-style-type: none"> <li>• Including roles and responsibilities and named staff.</li> <li>• Working with Birmingham Children's Trust.</li> </ul> |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |
| B2.2  | <p>Develop and implement an agreed and shared protocol for addressing <i>school related organisation safeguarding concerns/notifications</i> from DfE and Ofsted.</p> <ul style="list-style-type: none"> <li>• Including roles and responsibilities and named staff.</li> <li>• Working with Birmingham Children's Trust.</li> </ul>  |                        |                         | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |

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|   |  |                              |                               |   |
| B2.3  | Implement supporting system to ensure concerns are tracked and responded to.   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |
| <b>Ensure robust Early Help services are in place</b>   |  |                              |                               |   |
| B3.1  | Secure the continuity of Early Help services within localities. <ul style="list-style-type: none"> <li>• Clear relationship between BCC vulnerable children services and Early Help system in place through pathways and joint working approaches.</li> <li>• Warm handovers and close working, place based relationships with BCC practitioners and partners in localities</li> </ul>   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |
| <b>Ensure robust arrangements are in place for children and young people who are Electively Home Educated</b> |  |                              |                               |   |
| B4.1  | Ensure arrangements for reporting, monitoring, and supporting Elective Home Education are robust, including ensuring there is sufficient capacity, to enable timeline of visits and reviews of EHE in line with statutory duties and best practice and: <ul style="list-style-type: none"> <li>• Robust safeguarding/information sharing is in place with clear pathways into advice and support for practitioners (multi-agency).</li> <li>• Robust system in place to monitor children EHE in particular children with a child protection plan, children in need, children in care or EHCP.</li> <li>• Report ran initially weekly to ensure tracking takes place and appropriate partnership response.</li> </ul> |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |
| B4.2  | Ensure the Birmingham Elective Home Education Policy is up to date (reviewed), aligned to the latest statutory guidance and co-produced with children, young people, and parents.  |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |

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|  |   |                              |                               |   |
| B4.3   | <p>Ensure every EHE child, young person and family are systematically linked to Local Offer, in line with best practice.</p> <p>e.g. Things to do, places to go, co-production and voice of the child and young person opportunities, age related information to families, universal offer and offer signposting to networks and support that may enable their important role of educating their child.</p> |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |
| <b>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</b> |   |                              |                               |   |
| B5.1   | <p>Undertake a review to confirm current arrangements in place to understand:</p> <ul style="list-style-type: none"> <li>Quality of placement</li> <li>Ensure compliance with relevant legislation</li> <li>Joined up partnership response to supporting child and family.</li> </ul>   |                              |                               | No Longer Relevant  |
| B5.2   | Implement recommendations from review ensuring robust systems are in place as required.   |                              |                               | No Longer Relevant  |
| B5.3   | <p>Ensure robust arrangements are in place to commission, monitor and quality assure Alternative Provision.</p> <ul style="list-style-type: none"> <li>Alternative Provision is suitable, good quality, registered.</li> </ul>  |                              |                               | No Longer Relevant - There is a S19 working group putting in place a S19 strategy. This responsibility is across SEND           |
| B5.4   | Develop an approach for the independent school sector to ensure that pupils in these schools are safe.  |                              |                               | No Longer Relevant - This is a universal offer through Education Safeguarding   |
| B5.5   | Work with the range of partners to develop systems to enhance the safeguarding of pupils in Out of School Settings in line with DfE guidance: <i>Keeping Children Safe in out of school settings: Code of practice.</i>   |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure |

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| B5.6   | Strengthen cross council working with teams who work with community and faith settings regarding safeguarding children.<br><br>E.g. Links with Community Safety and Prevent team.  |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure   |
| B5.7   | Work with partners to ensure systems are in place to keep children who are out of school, including those who are electively home educated, missing education and who may have been permanently excluded, safe.  |                              |                               | Duplicated across wider actions   |
| B5.8   | Ensure robust, best practice, systems are in place for Chaperone Licensing and Children in Employment functions.<br><br><ul style="list-style-type: none"> <li>Capacity and leadership to support and embed system improvement</li> <li>Including process map and options for implementing digital solutions</li> <li>Ensuring children are safe.</li> </ul> |                              |                               | Reprofiled as BAU. Any such activity will be supported by dedicated Directorate team, achieved through the redesign/restructure<br><br>there have been no external complaints since the improvement plan was implemented which shows significant progress in the approach |
| B5.9   | Ensure robust systems and arrangements are in place regarding quality of post 16 provision.  |                              |                               | Reprofile to align with New Relationship with Schools and School Improvement Activity   |
| B5.10  | Review the response to children with medical needs and strengthen processes in line with recommendations of review.<br><br><ul style="list-style-type: none"> <li>Section 19 Policy completed and published.</li> </ul>  |                              |                               | Duplicated across wider actions   |
| <b>Ensure robust Safeguarding arrangements for children and young people are in place across the Council and the Directorate (including commissioned services)</b> |  |                              |                               |   |
| B6.1<br>(Directorate)  | Ensure sufficient capacity is in place to deliver statutory education safeguarding and pupil safeguarding duties.  |                              |                               | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions  |

| Ref                    | Projects and Actions  | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome  |
|------------------------|---|------------------------|-------------------------|---|
|                        | <ul style="list-style-type: none"> <li>Providing education perspective at the Multi Agency Safeguarding Hub (MASH)</li> <li>Providing education perspective at Empower U Hub Conferences (Contextual Safeguarding)</li> <li>Providing education perspective to MARAC meetings</li> <li>Leadership, governance, and support to Operation Encompass</li> <li>Facilitating participation of school and settings participation in multi-agency safeguarding meetings and contributing to subsequent safety planning as appropriate e.g. Case Conferences, Strategy Meetings, Core Groups, Contextual Safeguarding Meetings, Multi-agency Risk Assessment Conferences.</li> </ul>  |                        |                         | relevant to alternative workstreams and arrangements and governance   |
| B6.2<br>(Council wide) | <p>Ensure the City Council (and all Directorates within it) has robust working practices, policies and procedures in place in line with statutory safeguarding guidance: Working Together to Safeguard Children 2018 <a href="http://www.gov.uk">Working together to safeguard children - GOV.UK (www.gov.uk)</a> and Section 11 Children Act 2004.</p> <ul style="list-style-type: none"> <li>Rapid self-assessment against section 11 audit standards undertaken</li> <li>Action plan developed setting out action required</li> <li>Actions completed and arrangements confirmed in place</li> <li>Quality assurance arrangements in place as business as usual</li> <li>Quality assurance and measures reporting to Corporate Safeguarding Network.</li> </ul>  |                        |                         | Entire B6 Project to be reprofiled or removed. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.3<br>(Council wide) | <p>Implement robust Council governance, accountability, leadership structure and arrangements for Safeguarding children, across Council services (in-house and commissioned).</p> <ul style="list-style-type: none"> <li>Ensure all Directorate's nominate a named officer with clear safeguarding lead responsibility</li> <li>Establish Corporate Safeguarding Network</li> <li>Terms of Reference in place and Network meeting as business as usual on a regular basis (in line with TOR)</li> <li>Document outlining role of Directorate Safeguarding leads confirmed.</li> <li>Develop mechanisms for reflective practice and learning from critical incidents.</li> <li>Ensure that Safeguarding Leads have sufficient time and support to carry out responsibilities and that this is reviewed as part of their annual appraisal.</li> </ul> |                        |                         |   |



| Ref                    | Projects and Actions  | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|------------------------|---|------------------------|-------------------------|--|
| B6.4<br>(Council wide) | <p>Develop and implement a Corporate Safeguarding Policy.</p> <ul style="list-style-type: none"> <li>Policy developed, consultation undertaken, approved and published (at Cabinet)</li> <li>Policy cascaded to all managers and staff across the Council with clear guidance.</li> <li>Appropriate level of Safeguarding training undertaken by relevant staff.</li> </ul>   |                        |                         |  |
| B6.5<br>(Council wide) | <p>Review City Council Mandatory Safeguarding Training and specific individual service safeguarding training in line with the new policy, statutory guidance and work to strengthen safeguarding processes set out within this plan.</p> <ul style="list-style-type: none"> <li>Clarification on expectations</li> <li>Including frequency of training (and refresher training)</li> <li>Maximise the use of technology.</li> <li>Ref: WTSG 2018, Safeguarding practitioners information sharing guidance, Contextual Safeguarding, Section 11 etc.</li> <li>Re-launch of training via Corporate Safeguarding Network</li> <li>Performance against KPIs added to Corporate Safeguarding Network monthly reporting.</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.6<br>(Council wide) | <p>Ensure there is a robust mandatory induction process for City Council staff and volunteers in relation to safeguarding and promoting the welfare of children, as outlined in Working Together to Safeguarding Children 2018.</p> <ul style="list-style-type: none"> <li>Induction process and materials produced with clear expectations and timescale for completion.</li> <li>Maximise the use of technology to reach</li> <li>Re-launch of training via Corporate Safeguarding Network</li> </ul>   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.7<br>(Council wide) | <p>Undertake Section 11 Audit in line with the Birmingham Safeguarding Children Partnership agreed timeline for reporting, then incorporating audit findings/recommendations into the Council's Corporate Safeguarding Network action plan.</p>   |                        |                         |  |

| Ref                                     | Projects and Actions   | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|---|--|------------------------|-------------------------|--|
| B6.8<br>(Council wide)                  | <p>Ensure robust links between the Corporate Safeguarding Network and the Birmingham Safeguarding Children Partnership, including:</p> <ul style="list-style-type: none"> <li>Engagement in BSCP sub-groups</li> <li>Dissemination of learning across the council</li> <li>Access to BSCP training and learning events.</li> </ul>   |                        |                         |  |
| B6.9<br>(Directorate)                   | <p>Review <b>Children and Families Directorate</b> Safeguarding procedures and recording in line with Working Together to Safeguard Children 2018, Keeping Children Safe in Education and sector best practice, ensuring robust implementation of any required changes:</p> <ul style="list-style-type: none"> <li>Scope to include: Children and young people receiving services from the Directorate and children that move into the local authority from another area but do not have a school place.</li> <li>Service Safeguarding Leads identified with clarification on role in place.</li> <li>Practice guidance/policies reviewed.</li> <li>Recording method and system agreed (for recording concerns).</li> <li>Training for staff rolled out across the Directorate including Professional Curiosity for front line practitioners</li> <li>Establish and embed Directorate mechanism for reflective practice/learning from critical incidents (Case studies, Rapid Reviews, CSPRs)</li> <li>Review supervision guidance for managers to ensure that safeguarding is routinely discussed.</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.10<br>(Directorate)                  | Ensure best practice support and training is in place for Schools Designated Safeguarding Leads (DSLs).  |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.11<br>(Council wide and Directorate) | Implement robust and appropriate systems for recording safeguarding concerns in line with best practice, statutory guidance/duties and Birmingham Safeguarding Children Partnership agreed processes:  |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions   |

| Ref                     | Projects and Actions   | Previous<br>BRAG JAN<br>2024 | Current<br>BRAG April<br>2024 | Refresh Activity Outcome   |
|-------------------------|--|------------------------------|-------------------------------|--|
|                         | Safeguarding concerns <b>relating to children.</b>   |                              |                               | relevant to alternative workstreams and arrangements and governance  |
| B6.12<br>(Council wide) | Identify a HR Safeguarding Lead regarding allegations against staff/volunteers.  |                              |                               | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.13<br>(Council wide) | Implement robust and appropriate systems for recording safeguarding concerns in line with best practice, statutory guidance/duties and Birmingham Safeguarding Children Partnership agreed processes:<br><br>Safeguarding concerns <b>raised regarding staff (LADO)</b>  |                              |                               |  |
| B6.14<br>(Directorate)  | Implement robust and appropriate systems for recording safeguarding concerns in line with best practice, statutory guidance/duties and Birmingham Safeguarding Children Partnership agreed processes:<br><br>Safeguarding concerns <b>about providers.</b>   |                              |                               |  |
| B6.15<br>(Council wide) | Ensure children and young people and parents are aware of where they can go to for help in relation to maltreatment and abuse:<br><br><ul style="list-style-type: none"> <li>In line with Birmingham Safeguarding Children Partnership materials</li> <li>Website</li> <li>Posters – prominent display</li> <li>Code of conduct</li> </ul> |                              |                               |  |
| B6.16                   | Identify a HR Safer Recruitment Lead Officer for the Council.  |                              |                               |  |

| Ref                                     | Projects and Actions   | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|---|--|------------------------|-------------------------|--|
| (Council wide)                          |  |                        |                         |  |
| B6.17<br>(Council wide)                 | <p>Ensure the City Council has robust processes, procedures and guidance in relation to Safer Recruitment (in line with statutory guidance and the Birmingham Safeguarding Children Partnership agreed policy and procedures) easily accessible to managers and embedded across the organisation.</p> <ul style="list-style-type: none"> <li>National 'Best in class' practice partner identified</li> <li>Clear process in place for both permanent and fixed term (council employees) – JEQ process reviewed</li> <li>Clear process in place for engaging agency and interim staff</li> <li>Clear process in place for engaging volunteers/secondees into the organisation</li> <li>Clear process for Elected Members roles.</li> <li>Methods of recorded Safer recruitment agreed and incorporated into processes</li> <li>Robust decision-making regarding DBS with Positive disclosures</li> <li>Policies and procedures easily accessible (e.g. via the Intranet)</li> <li>Mandatory training for managers in place to confirm processes</li> <li>Regular Quality Assurance in place to test robustness of implementation</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.18<br>(Council wide and Directorate) | <p>Review corporate policy relating to DBS checks to establish whether there should be a requirement for staff working in the Directorate to be DBS re-checked regularly (e.g. every 3 years - TBC) or be registered for the update service, to allow on-going checks to be undertaken.</p> <ul style="list-style-type: none"> <li>Ensuring agreed way forward is clearly set out in Policy and manager are made aware of any changes.</li> <li>Audit system implemented to ensure compliance (lead for audit identified, schedule set)</li> </ul>   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.19<br>(Council wide and Directorate) | <p>Implement a Single Central Record (in line with Keeping Children Safe in Education) ensure regular management information is reportable/available to monitor and confirm Safer Recruitment checks have been undertaken.</p>   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |

| Ref                                     | Projects and Actions   | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|---|--|------------------------|-------------------------|--|
| B6.20<br>(Council wide)                 | Establish a clear process to ensure that for roles/staff deemed to require a DBS check, these are registered with the "update service" to allow on-going checks to be undertaken as required.  |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.21<br>(Council wide and Directorate) | Ensure robust application of Lone Working Policy in the Children and Families Directorate in line with Corporate guidance.   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.22<br>(Council wide and Directorate) | <p>Ensure robust safeguarding children standards, in line with statutory duties and best practice, are in place for <b>all commissioned services</b> including:</p> <ul style="list-style-type: none"> <li>• Safer recruitment including DBS</li> <li>• Mandatory safeguarding children training (inc. ref to Keeping children safe in out of school settings code of practice)</li> <li>• Safeguarding Policy – including reference to Birmingham Safeguarding Children Partnership agreed policies</li> <li>• Safeguarding practice audits included in contract monitoring arrangements</li> <li>• Clear guidance and expectations issued to all providers as part of commissioning process/SLA/contract</li> <li>• Agree approach to providers causing concern</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.23                                   | Review room hire rooms in Community Libraries when staff are not present and the library is closed, to determine whether this is safe, appropriate and does not place service users at risk.   |                        |                         | Closed   |
| B6.24                                   | Review practice of hiring out rooms at Youth Centres to external users without requiring users to be DBS checked to ensure it meets safeguarding good practice.  |                        |                         |  |

| Ref   | Projects and Actions   | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|-------|--|------------------------|-------------------------|--|
| B6.25 | Ensure computers in Community Libraries have internet security software that is suitable for children's usage (e.g. Policy Central as used by BCC schools).  |                        |                         |  |
| B6.26 | Ensure robust approach to safeguarding children through licensing services is in place.  |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.27 | <p>Ensure quality assurance and due diligence checks are undertaken on Applied Behaviour Analysis (ABA) providers (who provide tuition to children with autism).</p> <ul style="list-style-type: none"> <li>Clarify national/regional approach to quality assurance for providers. (i.e.in person visits to providers)</li> <li>Implement agreed process for quality assurance, monitoring and due diligence checks for ABA providers identified on EHCP plans</li> <li>Due diligence includes focus on de-escalation, restraint and monitoring through quality assurance processes</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.28 | <p>Strengthen information sharing regarding domestic abuse:</p> <ul style="list-style-type: none"> <li>Information available to schools through Operation Encompass</li> <li>Information regarding young people Post 16 (where young people are victims or may have been the perpetrator)</li> </ul>   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.29 | Strengthen the partnership response to Domestic Abuse including access to perpetrator interventions.   |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |

| Ref   | Projects and Actions  | Previous BRAG JAN 2024 | Current BRAG April 2024 | Refresh Activity Outcome   |
|---|---|------------------------|-------------------------|--|
| B6.30   | <p>Ensure robust partnership decision making regarding children who experience incidents of domestic abuse through parental conflict. Including:</p> <ul style="list-style-type: none"> <li>• Full consideration of partners' information at triage</li> <li>• Assurance that the needs and risks for children experiencing domestic abuse are fully understood.</li> </ul> |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| B6.31   | Strengthen joint working with Adults Services regarding safeguarding transitions at Post 16 (Integrated Front Door).  |                        |                         | Entire B6 Project to be reprofiled. Several actions are not Directorate specific and/or rely on associated progress across other Directorates and the Council. Several actions relevant to alternative workstreams and arrangements and governance |
| <b>Continue to strengthen the support for learning and education provision for children ever known to a social worker</b> |   |                        |                         |  |
| B7.1  | Work together with schools to increase school attendance of children ever known to a social worker, including Birmingham children in care whose home is in another local authority area.  |                        |                         |  |
| B7.2  | Work together with schools and partners to reduce suspensions for children ever known to a social worker.   |                        |                         | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective improvement arrangements across the Schools and Employability Division  |
| B7.3  | Review Virtual School services in light of changes to expanding statutory duties, resulting in recommendations regarding future service model and structure.  |                        |                         | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective improvement arrangements across the Schools and Employability Division  |
| B7.4  | Respond to new guidance <i>Promoting the education</i>  |                        |                         | Project to be reprofiled - The Directorate restructure will support this activity as business  |

| Ref  | Projects and Actions  | Previous<br>BRAG JAN<br>2024 | Current<br>BRAG April<br>2024 | Refresh Activity Outcome  |
|------|---|------------------------------|-------------------------------|---|
|      | <p><i>of children with a social worker - Virtual School Head role extension, establishing changes to the work of the Virtual School in line with best practice and the agreed BCC approach.</i></p> <ul style="list-style-type: none"> <li>Guidance interpreted into local offer.</li> <li>Funding for role extension secured from DfE.</li> <li>Capacity, resources, ways of working required to implement offer clarified.</li> <li>Arrangements in place.</li> </ul> |                              |                               | as usual, this to include respective improvement arrangements across the Schools and Employability Division   |
| B7.5 | <p>Develop commissioning and brokerage to purchase the right high-quality education provision for our children in care with the most complex need including those returning from secure accommodation or remand.</p> <ul style="list-style-type: none"> <li>As part of overall Sufficiency of SEND Schools Places Strategy.</li> </ul>  |                              |                               | Closed  |
| B7.6 | <p>Expand the Early Years offer for children in care.</p> <ul style="list-style-type: none"> <li>Ensure that all early years settings receive a visit from the virtual school around practice delivery.</li> <li>To sign post early years settings to early years resources and interventions that will support good levels of development.</li> </ul>  |                              |                               | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective improvement arrangements across the Schools and Employability Division |
| B7.7 | Develop a strategy with partners to better understand barriers to children ever known to a social worker engagement and achievement in education.   |                              |                               |   |
| B7.8 | Develop mechanisms to capture and respond to views and voices of parents and carers to inform the work of the Virtual School as educational champions.  |                              |                               |   |
| B7.9 | Strengthen the Virtual School role in ensuring that Care Leavers are progressing well and have good education and employment opportunities and  |                              |                               | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective  |



| Ref   | Projects and Actions   | Previous<br>BRAG JAN<br>2024 | Current<br>BRAG April<br>2024 | Refresh Activity Outcome  |
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|   | <p>pathways to education and training (including for Care Leavers those aged 21-24 years).</p> <ul style="list-style-type: none"> <li>16 plus PEP and supporting processes implemented.</li> <li>Strengthening approaches regarding Care Leavers Apprenticeships (including with the Council)</li> <li>Strengthen reporting regarding impact and outcome Care Leaver apprenticeships</li> </ul>                  |                              |                               | improvement arrangements across the Schools and Employability Division  |
| B7.10   | Ensure robust information and systems are in place to enable the Head Teacher of the Virtual School to monitor the attainment, progress, attendance, exclusion, employment, and training of children in care and care leavers to enable completion of the directorate data dashboard and Corporate Parenting Board.  |                              |                               | Project to be reprofiled - The Directorate restructure will support this activity as business as usual, this to include respective improvement arrangements across the Schools and Employability Division |
| B7.11   | Ensure the Directorate Virtual School data dashboard reports into the City's Corporate Parenting Board education reports.  |                              |                               |   |
| <b>Strengthen services and partnership approach to support improving outcomes for children and young people</b> |  |                              |                               |   |
| E1.3  | <p>Work with our partners and wider city council team to promote the recommendations of the Breaking Down Barriers Report.</p> <ul style="list-style-type: none"> <li>Complete impact assessment and develop response to report outlining the partnership approach going forward (December 22)</li> <li>Scope programme of work and begin to implement agreed actions by the end of year 1 (March 23)</li> </ul> |                              |                               | Open  |
| E1.4  | <p>Implement the city-wide Digital Inclusion Strategy.</p> <ul style="list-style-type: none"> <li>Develop the underpinning action plan to delivery strategy, including clear milestones and deliverables (September 2022).</li> <li>Implement the action plan. (December 22)</li> <li>Confirm transition arrangements to Director of Digital and IT (Peter Bishop) (from January 2023)</li> </ul>                |                              |                               | Open  |
| 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).  |                              |                               | Open  |

