

# **BIRMINGHAM CITY COUNCIL**

## **EDUCATION AND CHILDREN'S SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE**

**WEDNESDAY, 05 APRIL 2023 AT 10:00 HOURS**  
**IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA**  
**SQUARE, BIRMINGHAM, B1 1BB**

### **A G E N D A**

#### **1 NOTICE OF RECORDING/WEBCAST**

The Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's meeting You Tube site ([www.youtube.com/channel/UCT2kT7ZRPFCXq6\\_5dnVnYlw](http://www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

#### **2 APOLOGIES**

To receive any apologies.

#### **3 DECLARATIONS OF INTERESTS**

Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest.

Information on the Local Government Association's Model Councillor Code of Conduct is set out via <http://bit.ly/3WtGQnN>. This includes, at Appendix 1, an interests flowchart which provides a simple guide to declaring interests at meetings.

**5 - 12**

4 **ACTION NOTES**

To agree the action notes of the committee meeting held on 22nd February 2023.

**13 - 18**

5 **ACTION TRACKER**

To note the action tracker.

**19 - 24**

6 **CHILDREN'S TRUST UPDATE**

Andrew Christie, Chair, Children's Trust, Andy Couldrick, Chief Executive, Children's Trust, Cllr. Karen McCarthy, Cabinet Member for Children, Young People and Families, and Sue Harrison, Strategic Director, Children and Families in attendance.

**25 - 72**

7 **IMPROVING SERVICES FOR CHILDREN AND FAMILIES  
IMPROVEMENT PROGRAMME PROGRESS UPDATE**

Sue Harrison, Strategic Director, Children and Families, and Kerry Madden, Strategic Improvement Programme Director in attendance.

**73 - 86**

8 **WORK PROGRAMME**

Members to agree the work programme.

9 **DATE AND TIME OF NEXT MEETING**

To note the date of the next meeting is 17 May 2023 at 1000 hours in Committee Rooms 3 and 4.

10 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR  
ACTION/PETITIONS RECEIVED (IF ANY)**

To consider any request for call in/councillor call for action/petitions (if received).

11 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.

12 **AUTHORITY TO CHAIR AND OFFICERS**

Chair to move:-

'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.





**BIRMINGHAM CITY COUNCIL**

**EDUCATION AND CHILDREN'S SOCIAL CARE O&S**

**COMMITTEE – PUBLIC MEETING**

**1000 hours on Wednesday, 22 February 2023, Committee Rooms 3 & 4,  
Council House, Victoria Square, B1 1BB**

**Action Notes**

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**Present:**

Councillor Kerry Jenkins (Chair)

Councillors: Jilly Bermingham, Debbie Clancy, Des Hughes, Morriam Jan, and Shehla Moledina

Other Representatives: Rabia Shami, Parent Governor

**Also Present:**

Cllr. Karen McCarthy, Cabinet Member, Children, Young People and Families

Fiona Bottrill, Senior Overview and Scrutiny Manager

Tim Boyes, Chief Executive, Birmingham Education Partnership (BEP)

Razia Butt, Independent Education Adviser

Sue Harrison, Strategic Director, Children and Families

Clare Nankivell, Data, Performance & Information Strategy Manager

Kate Reynolds, AD, Lifelong Learning & Employability

Amanda Simcox, Scrutiny Officer

Claire Williams, Consortia Partner, BEP

**1. NOTICE OF RECORDING/WEBCAST**

The Chair advised that this meeting would be webcast for live or subsequent broadcast via the Council's meeting You Tube site ([www.youtube.com/channel/UCT2kT7ZRPFCXq6\\_5dnVnYlw](https://www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

## **2. APOLOGIES**

Apologies were received on behalf of Cllrs. Shabina Bano and Simon Morrall, Justine Lomas, Roman Catholic Diocese, Osamugi Ogbe, Parent Governor, and Sarah Smith, Church of England Diocese.

## **3. DECLARATIONS OF INTERESTS**

Members were reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting, and none were declared.

## **4. ACTION NOTES**

(See documents Nos. 1, 2 & 3)

The action notes of the committee meeting held on the 4<sup>th</sup> January 2023 were agreed subject to the following being added under the Children and Families Directorate Improvement Plan – Progress Update item:

Cllr. Des Hughes raised concerns that there was little substance in the update and there was no information for which progress could be measured over time. Cllr. Karen McCarthy, Cabinet Member, Children, Young People and Families agreed to provide the details of the improvement plan.

### **RESOLVED:**

That:

- The action notes of the adjourned committee meeting held on 30<sup>th</sup> November 2022, and the reconvened committee meeting held on the 25<sup>th</sup> January 2023 were agreed.
- The action notes of the committee meeting held on the 4<sup>th</sup> January 2023 were agreed subject to the amendment.

## **5. ACTION TRACKER**

(See document No. 4)

Cllr. Des Hughes raised the outstanding issue from the committee meeting on the 7<sup>th</sup> September 2022, whereby the leadership structure for the Children and Families Directorate had been e-mailed on the 10<sup>th</sup> October 2022, but what sits under the new Assistant Directors' portfolios had still not been provided. Also, he had raised concerns at the 4<sup>th</sup> January 2023 committee meeting regarding the lack of information for the Children and Families Directorate Improvement Plan. The Cabinet Member agreed to chase this information, and this will be provided.

**RESOLVED:**

That the action tracker was noted and the Children and Families Directorate structure chart and the details of the Children and Families Directorate Improvement Plan to be provided.

**6. SCHOOL ATTAINMENT AND SCHOOL IMPROVEMENT**

(See document No. 5)

Cllr. Karen McCarthy, Cabinet Member, Children, Young People and Families, Sue Harrison, Strategic Director, Children and Families, Kate Reynolds, AD, Lifelong Learning & Employability, Clare Nankivell, Data, Performance & Information Strategy Manager, Tim Boyes, Chief Executive, Birmingham Education Partnership (BEP), and Claire Williams, Consortia Partner, BEP, were in attendance for this item.

The Chair welcomed the attendees to the meeting and set the context for the discussion.

The presentation was given which included the data for the Key Stages, SEND pupils, disadvantaged pupils, and ethnicity. The Committee were informed that it will be brought to their attention if the provisional data changed significantly.

Tim Boyes highlighted that:

- The city had closed the attainment gap with the rest of the country.
- BEP amplified and shared the best practice of schools in the city.
- A BEP priority pre-Covid had been a focus on reading and there had been an improvement on reading scores, particularly in primary schools.
- BEP has a new seven year contract with the Council and their strategy is to put their focus into Key Stages 1 and 2, Key Stage 2 transition, curriculum development, high quality teaching, and writing.
- BEP has the Developing Local Provision (DLP) project to help groups of schools to support SEND pupils and address the concern regarding disadvantaged pupils.

During the discussion and in response to queries raised by Members, the main points included:

- The good news story was the work that had happened to strengthen the local groups of schools, which was a good by-product of Covid whereby schools worked closely together and this has resulted in BEP having a more detailed 'health map' of each of the consortia of schools which they support. More information on the school's consortia was requested and BEP will also provide examples of their thematic projects that have helped schools across the city.

- The bad news was that Covid has had a huge impact on schools and pupils, and pupils were doing worse as a result. This was a particular challenge for primary schools, and it was a national challenge, and they were trying to strengthen the school consortia and were hopeful that progress will be seen next year.
- Tim Boyes' initial thoughts were that the COVID 19 Catch Up Premium had not worked well and further information on this will be provided to the Committee.
- There was work being undertaken on the deprivation indices and the data being discussed at the committee meeting was for where pupils live rather than the schools they attend.
- Children who were entitled to Free School Meals (FSM) and classed as disadvantaged were doing better in the city than elsewhere in the country.
- The employee shortage was a big issue for schools and information on the recruitment and retention rates of teachers in the city in comparison to other areas will be provided.
- Good quality teachers and the principle of good inclusive practice was the answer to helping disadvantaged pupils. The Cabinet Member highlighted she has regular discussions with the Cabinet Member, Social Justice, Community Safety and Equalities on what more can be done to assist the Gypsy Roma community and the Chair thought it would be useful for the Committee to see how this has progressed when appropriate.
- The Developing Local Provision (DLP) has recently been signed off and will be shared with the Committee.
- Fiona Bottrill highlighted that there had been a resolution from the City Council meeting on the 1st November 2022 that called on O&S to incorporate ethnicity to Birmingham-specific strategies into their work programmes to track outcomes and monitor actions taken to address issues, ensuring they receive full analysis of achievement by socio-economic and ethnic background, and due to this item this motion has now been discharged.

**RESOLVED:**

That the update in relation to the draft Annual Education Performance Report – 2022 Examinations and Assessments was noted, and the following to be provided

- More information on the school's consortia and examples of BEP's thematic projects that have helped schools across the city.
- Further information on COVID 19 Catch Up Premium.
- The Developing Local Provision (DLP).
- The recruitment and retention rates of teachers in the city in comparison to other areas.



## 7. SCHOOL EXCLUSIONS, PART-TIME TIMETABLES, AND UNSUITABLE SCHOOL PLACES

(See document No. 6)

Cllr. Karen McCarthy, Cabinet Member, Children, Young People and Families, Sue Harrison, Strategic Director, Children and Families, and Razia Butt, Independent Education Adviser, were in attendance for this item.

The Chair welcomed the attendees to the meeting and set the context for the discussion.

Razia Butt gave the presentation and highlighted children missing education and out of sight, permanent exclusions – including children with SEND, suspensions – including children with SEND, part-time timetables, the Council's response, and children out of sight of services.

During the discussion and in response to queries raised by Members, the main points included:

- They were working on this with BEP, and it was a consortia led response to the issues. The work included looking at how schools responded to what they may deem as behavioural issues but the child has SEND, BEP was working on keeping children in school and they had the lead Ofsted inspector for inclusion at their recent event, the Council was commissioning special schools to do more outreach work with mainstream schools, and they were using the consortia to demonstrate best practice. Officers agreed to come back in six months with an update on the progress of the work undertaken.
- A lot of children had moved to Elective Home Education (EHE) because they had anxiety about returning to school following the pandemic.
- Cllr. Des Hughes was disappointed that the information provided did not answer the questions previously submitted several months ago and did not give meaningful information, with some of the information provided being up to five years out of date, and yet answers were given to a written question for City Council on 7<sup>th</sup> February 2023<sup>1</sup> that stated 196 children were in a mainstream school but awaiting a special school placement, and 159 children with an EHCP were without a school place.
- There was data that schools were statutorily required to provide, and they were working with schools, so they gave the correct data on part time timetables, and there was more work to be done on this.

### **RESOLVED:**

That :

- The update was noted.

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<sup>1</sup> Question C5

- Officers to come back in six months with an update on the progress of the work undertaken.
- The following information to be provided:
  - The total number of children currently permanently excluded and temporarily excluded.
  - The number of children with SEND currently excluded.
  - A breakdown of the figures for children suspended for less than five days and more than five days.
  - The current figures as the information showed that 3,000 pupils per 10,000 pupils had been suspended over the timeframe given and half of whom had an Education, Health, and Care plan (EHCP).
  - Children without a school place were referred to the Home Bridging Team and reassurance was requested that every child had a package of support and how many of these had a home tutor.
  - More information about the School Admissions (In-Year Admissions) team work to support children back into school, and the number of pupils in-year they support.
  - The part-time timetables and the ethnicity data only gives percentages, and the numbers were requested.
  - How long pupils have been on part-time timetables.
  - Whether those that were on part-time timetables have an unmet need (Part-time timetable: Reasons slide).
  - The number of children with an EHCP in a mainstream school who were awaiting a mainstream place.

## **8. WORK PROGRAMME**

(See document No. 7)

The Chair informed Members that the BSCP item had been deferred to the April committee meeting due to their annual report not being ready and asked whether the Committee wanted to have a longer committee meeting to discuss the three items on the agenda or shorten the agenda. The Committee agreed to extend the Committee Meeting by 45 minutes.

The six month update on the progress of the work for the school exclusion, part-time timetables, and unsuitable school places item to be added to the work programme.

### **RESOLVED:**

- That the work programme was agreed subject to being updated accordingly to reflect the discussions above.

## **9. DATE AND TIME OF NEXT MEETING**

### **RESOLVED:**

Noted the next meeting was scheduled for 5 April 2023 at 1000 hours in Committee Rooms 3 & 4.

**10. REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**

None.

**11. OTHER URGENT BUSINESS**

None.

**12. AUTHORITY TO CHAIR AND OFFICERS**

**RESOLVED:**

In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee.

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The meeting ended at 12.05 hours.



**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
20 Jul 2022	SEND	The update was noted, and the SEND update at the 7 September 2022 committee meeting will include the contributions and points raised today.	Item discussed at the 7 September 2022 committee meeting.
		The SEND Sufficiency Report to be presented to the Committee when completed.	
		The methodology and full data on EHCP Annual Reviews to be forwarded to the Committee.	Information e-mailed to Members on 26 January 2023.
20 Jul 2022	Home to School Transport	Members agreed that a further update on the service will be provided at the 19 October 2022 committee meeting. The update will include the review of the policy, points made around communication, and the reality of how the service performed in September 2022.	Item included on the agenda for the 19 October 2022 committee meeting.
		Sue Harrison will provide Members with the timescale for the review of the policy by e-mail.	Information e-mailed to Members on 21 February 2023.
20 Jul 2022	Youth Justice Plan	Further information on education and improving employment opportunities will be forwarded.	Information e-mailed to Members on 26 January 2023.
		Officers to send useful information to the Committee during the course of what they are doing.	Ongoing.
20 Jul 2022	Work Programme	Cllr Simon Morrall to forward the e-mail he referred to regarding SENDIASS and the Chair will have discussions with officers outside the committee meeting.	SENDIASS was discussed at the 25 January 2023 committee meeting.
7 Sep 2022	SEND	A meeting with the DfE Commissioner for SEND, Director and Chair to be set up.	Meeting with the DfE Commissioner to take place on 12 October 2022.

**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
		Timescales for when the Committee can expect the SEND Strategy, SEND Sufficiency Strategy, and an Inclusion Strategy was requested.	The SEND Strategy and the Inclusion Strategy went to Cabinet in March. Awaiting confirmation of Cabinet date for the SEND Sufficiency Strategy.
		Information on how many children are affected by part-time timetables, and figures on children who haven't got a suitable school place, and support that is being provided was requested.	Included in the discussion at the 22 February 2023 committee meeting and actions from this are detailed under the 22 February 2023 committee meeting.
		Reports on the SEND Strategy, SEND Sufficiency Strategy and Inclusion Strategy to be brought to the Committee following approval by Cabinet.	The SEND Strategy and the Inclusion Strategy went to Cabinet in March.  Awaiting confirmation of Cabinet date for the SEND Sufficiency Strategy.
7 Sep 2022	Cabinet Member for Children, Young People and Families	The Director to provide the details of when the BEP contract was renewed and the duration of the contract.	Information e-mailed to Members on 21 November 2022
		Tim Boyes, Chief Executive, BEP to be invited to a future meeting.	Tim Boyes attended the 22 February 2023 committee meeting for the attainment summary.
		The structure chart for the Children and Families Directorate to be provided.	Emailed on 10 October 2022 the leadership structure for the Children and Families Directorate. What sits under which new AD portfolio is still being finalised and permanent recruitment for the posts will be taking place shortly.
		Details of baselining of services within the Directorate to be shared with the Committee.	Kerry Madden's update presentation to the committee on 4 January 2023 explained that baselining had informed the detail in the

**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
			Improvement Plan. The summary plan e-mailed to Members on 24 January 2023 also references this. The information on baselining and how it contributed to the Improvement Plan will be incorporated when an update on the Improvement Plan is given at the 5 April 2023 committee meeting.
		Details for the funding bids for three free schools including timescales to be provided.	E-mailed Members the information on the 29 October 2022
		Information on how many excluded primary school children have unmet SEND needs / EHCPS was requested.	Included in the discussion at the 22 February 2023 committee meeting and actions from this are detailed under the 22 February 2023 committee meeting.
		The issues raised regarding the Children's Trust to be highlighted to them before the meeting in November 2022 so these can be covered.	E-mailed the Children's Trust.
		Information on the number of places that Special Schools accept above their Planned Admission Number. Do the plans for future Special School places take into account these numbers in addition to places required to meet the needs of children who are currently not in a Special School?	E-mail sent to Members on the 19 October 2022.
7 Sep 2022	Work Programme	Tim Boyes, Chief Executive, BEP to be invited to a future committee meeting (also agreed at the above item).	Tim Boyes has been invited to attend the 22 February 2022 committee meeting for the attainment summary. Other issues regarding BEP can be raised at this meeting.

**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
		The Chair to meet with the DfE Commissioner and Director to discuss the SENDIASS review.	Meeting with the DfE Commissioner took place on 12 October 2022.
19 Oct 2022	SEND Commissioner	The Cabinet Member, Children, Young People and Families, to report back on how the Improvement Board fits in with the Council's overall governance and decision making structures.	E-mailed Members the information on 27 February 2023.
		The Strategic Director, Children and Families to bring the Directorate's Improvement Plan to a future committee meeting.	Added to the work programme for 4 January 2023 committee meeting.
		The Commissioner to attend a committee meeting early next year.	The Commissioner attended the 25 January 2023 adjourned committee meeting.
19 Oct 2022	Home to School Transport	Janie Berry, City Solicitor, to share reputational issues and any cases the Committee should be aware of outside the committee meeting.	
		Janie Berry, City Solicitor to be added to the work programme to update Members on tribunals and delays etc., and feedback on how the role of Legal Services contributes and makes risk informed decisions.	
19 Oct 2022	Work Programme	SENDIASS to be an item on the November 2022 committee meeting.	Added as an agenda item.
		The BSCP, and the Children and Young People Plan to be moved to the January 2023 meeting.	Work Programme updated.
		The Commissioner to write to the Chair to explain the concerns of the SENDIASS item in November 2022.	SENDIASS was discussed at the adjourned 25 January 2023 committee meeting.
		Student attendance at school during their period.	Added to the work programme - to be scheduled.
		The Young People's Substance Use Service to be added to the work programme.	Programmed for the 17 May 2023 committee meeting.
30 Nov 2022	Children's Trust	A paper on unregulated placements.	Information e-mailed to Members on 26 January 2023.



**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
		Information on the cost increases if the Early Help offer was not in place.	Information e-mailed to Members on 26 January 2023.
		Cost of care and general information on the Children's Trust budget and spend.	Information e-mailed to Members on 26 January 2023.
4 Jan 2023	Children and Families Directorate Improvement Plan	Quarterly updates to be provided.	The work programme has been updated and the next update is scheduled for 5 April 2023.
		Update on the Directorate's budget to be provided.	Information e-mailed to Members on 24 January 2023.
		Details and the membership of the Head Teachers Reference Group to be e-mailed.	Details e-mailed to Members on 19 January 2023.
		A directory of the Local Offer to be provided.	Information e-mailed to Members on 8 February 2023.
22 Feb 2023	Action Tracker	The Children and Families Directorate structure chart to be provided (originally requested 7 Sep 2022).	
		Details of the Children and Families Directorate Improvement Plan to be provided.	The next update is scheduled for 5 April 2023 committee meeting.
22 Feb 2023	School Attainment and School Improvement	More information on the school's consortia and examples of BEP's thematic projects that have helped schools across the city.	E-mailed on 27 March 2023.
		Further information on COVID 19 Catch Up Premium.	E-mailed on 27 March 2023.
		The Developing Local Provision (DLP).	E-mailed Members on 13 March 2023.
		The recruitment and retention rates of teachers in the city in comparison to other areas.	
22 Feb 2023	School Exclusions, Part-Time	Officers to come back in six months with an update on the progress of the work undertaken.	Added to the Work Programme under 'to be scheduled'.

**EDUCATION AND CHILDREN'S SOCIAL CARE O&S COMMITTEE**  
**ACTION TRACKER 2022-23**

Date	Agenda Item	Action	Update
	Timetables, & Unsuitable School Places	<p>The following information to be provided:</p> <ul style="list-style-type: none"> <li>• The total number of children currently permanently excluded and temporarily excluded.</li> <li>• The number of children with SEND currently excluded.</li> <li>• A breakdown of the figures for children suspended for less than five days and more than five days.</li> <li>• The current figures as the information showed that 3,000 pupils per 10,000 pupils had been suspended over the timeframe given and half of whom had an Education, Health, and Care plan (EHCP).</li> <li>• Children without a school place were referred to the Home Bridging Team and reassurance was requested that every child had a package of support and how many of these had a home tutor.</li> <li>• More information about the School Admissions (In-Year Admissions) team work to support children back into school, and the number of pupils in-year they support.</li> <li>• The part-time timetables and the ethnicity data only gives percentages, and the numbers were requested.</li> <li>• How long pupils have been on part-time timetables.</li> <li>• Whether those that were on part-time timetables have an unmet need (Part-time timetable: Reasons slide).</li> <li>• The number of children with an EHCP in a mainstream school who were awaiting a mainstream place.</li> </ul>	

# Birmingham City Council

## Education and Children's Social Care Overview and Scrutiny Committee

Date: 5 April 2023



**Subject:** Children's Trust update

**Report of:** Andy Couldrick, Chief Executive, Birmingham Children's Trust

**Report author:** Andy Couldrick

### 1 Purpose

- 1.1 To update the Committee on progress with the Trust priorities 2022/23 and share draft 2023/24 strategic priorities.

### 2 Recommendations

- 2.1 Members note the report and agree any comments/recommendations.

### 3 Any Finance Implications

- 3.1 See section 3 of the update appended to this report.

### 4 Any Legal Implications

- 4.1 Birmingham Children's Trust was established in 2017 as a wholly owned company of Birmingham City Council following formal intervention by the Department of Education. The Trust delivers statutory Children's Social Care services on behalf of the Council through a commissioning arrangement and formally commenced operations in April 2018.

### 5 Any Equalities Implications

- 5.1 The Trust works with and supports vulnerable children, young people and families. The update describes this work across a wide range of Trust services.

### 6 Appendices

- 6.1 Appendix 1 – Children's Trust update on 2022-23 and draft 2023-24 priorities.



## **Education and Children's Social Care Overview and Scrutiny Committee**

**5 April 2023**

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### **1. Introduction**

This report:

- provides a general update on progress and activities against the priorities set out in the Trust's Business Plan 2022-23.
- shares with the Committee, the Trust's draft strategic priorities for 2023/24.

### **2. General Update on Progress and Activities within the Business Plan**

We continue to manage unprecedented levels of demand in all areas of our work. Caseloads in some parts of the service are higher than we would wish, and we have sought to support Practice by moving resources to establish new and different services.

Care numbers have risen, but in line with our projections. However, care costs have risen more steeply, a consequence of a broken market, insufficiency, the impact of regulation and, critically, a sharp rise in the degree of complexity of need we are dealing with.

The numbers of unaccompanied asylum-seeking children arriving in Birmingham have also impacted upon the numbers, as they become children in care, and then care leavers. In 2022/23 the Trust has been carrying a significant financial pressure of c£5m exclusively as a consequence of our legal duties to these young people. A relatively recent feature, driving up numbers, is the placement by the Home Office of children into adult hotels in the city. These young people have been initially mis-assessed as adults at port of entry, and are then assessed and cared for as children by the Trust.

Recruitment and retention remains a challenge. We are simply unable to compete with the rates paid by social work agencies and, as authorities get into trouble, increasingly they reach for whole teams of agency workers to pick up work: the hourly rates paid are high. While the region works to address this, a national solution is needed. The Government, in its response to the Care Review, has produced some bold proposals to tackle this issue.

Despite the challenges we face, performance has remained strong, quality of practice has improved, the range of services we offer has grown, and we remain optimistic about our work, our partnerships and our impact on children, young people and families.

## Contract Review

In March 2023 Cabinet agreed a new 10 year contract term. This reflects the confidence that has built in the Trust over its first five years of life, as well as the depth of relationship with the Council, both elected members and officers.

## Performance and Inspection Outcomes

In 2022/23, the Trust has performed well in relation to the contractual performance indicators.

Areas of particularly strong performance in the year have included placement stability for children in care; care leavers living in suitable accommodation; timely reviews for children in care and initial child protection conferences.

Challenges have included:

- timescales for adoption: the indicator measures over a three-year period. Evidence supports that current performance is good and the performance indicator will improve over the course of the coming year as a result.
- agency social workers: this has remained persistently higher than we would want. While we perform better than regional and statistical neighbours, we continue to refine and improve our offer to make the Trust an attractive place to come, and to stay, to build a good social work career.

## Inspection

While the outcome of the **ILACS** inspection that took place in March 2023 remains unpublished at this point, we can report that a number of strengths and improvements in the delivery of children's social care were identified, and our staff interviewed by inspectors routinely reported positively on their experience of working in the Trust, and how much improved a place to work it is now. One social worker who has worked in Birmingham for many years reported it 'felt safer' than it ever had before. The impact on children and families of our work was positive, and inspectors commented on the positive culture and practice model the Trust has established.

The inspection concurred with our self-evaluation, and reflects important progress after a decade of 'Inadequate' judgements up to 2018. That two of the last five years were spent in unprecedented circumstances of pandemic, lockdown and post-pandemic readjustment, these findings are all the more noteworthy.

Ofsted will make recommendations, for the Trust and the wider partnership, which will help services to further strengthen.

The report will be published on 18 April.

The **Adoption service** was inspected in December and was judged to continue to be Good with an Outstanding judgement for Leadership and Management.

Our **Fostering service** is Good.

**Charles House** residential home was inspected in April 2021 and judged 'requires improvement'. Ofsted's visit in December 2022 judged the home to be Good with Outstanding for leadership and management.

A **YOS** inspection commenced on 5 December and concluded on 16 December 2022. Ofsted have judged the service as 'requires improvement'. During the inspection, HMIP identified some areas of significant improvement. The inspectorate acknowledged the commitment of the Partnership Board and the substantial work that has been invested in developing and enhancing the Board.

Inspectors identified a number of areas where more work is required, all of which were already understood by the service and featured in our service development plan. We are determined to continue to transform and modernise the service as we wish to deliver the very best services to our children, families, victims, and communities.

### **3. Finance Summary**

Children's social care, nationally, is under acute financial pressure. Social Care Grant for 2023/24 was £1.3bn nationally, with a further £1.7bn planned for 2024/25. In response to the demand pressures the Council approved an increase in the 2023/24 budget of £24m (excluding inflation). It will be for the Council to determine the split between Children's and Adults for next financial year.

The position of the Trust, while showing a significant deficit for 2022/23, is better than for the majority of children's services authorities. We began the year 2022/23 with a 'baked in' pressure of £21m (5%), and have seen an additional 5% pressure, caused by growth in volume and complexity of demand and placement market failure. We also have a record number of 155 unaccompanied asylum-seeking young people as at 1 March 2023 which has added further pressure on an already challenged system.

We have worked closely with the Council, and worked hard to mitigate the pressure in-year. 2023/24 will bring further pressures, the key drivers of which include:

- increasing demand for services.
- growing numbers in care.
- complexity of need and risk.
- absence of appropriate care placements.
- rising numbers of Unaccompanied Asylum-Seeking young people.

A contract sum has been agreed for 2023/24: this is £272m which includes an allowance of 8.25% for inflation pressures to enable the Trust to increase foster care rates and other care related payments.

#### 4. Risks or Areas of Concern

The Trust continues to be a key part of system leadership across the city, and will want to play a full role in the Year of Change for Children. There are some key partnership challenges that we need to address in the coming year. Successful progress will impact positively on demand for Trust services as well as promoting better outcomes through different and earlier response. Examples include:

- responding to the challenge of **domestic abuse and homelessness for women and children** – this drives a substantial amount of work in the Trust. The absence of any perpetrator programmes in the city is a particular concern, and one noted by Ofsted.
- **children's and parental mental ill health**: increasing amounts of Trust resources used as a consequence of delivery and definitional issues around mental health. A better joint, and joined-up, response is required. Birmingham's CAMH services have recently been inspected and judged 'Inadequate' by the CQC. This might offer an opportunity to collaborate over different and more integrated and collaborative service offer
- **contextual and transitional safeguarding**: increasing the strength of the partner response to safeguarding risks outside of the family and across the life course.
- **early intervention and prevention**: the work in the Council is progressing and there are real opportunities to build greater prevention into the role of universal services in the city.

We are well-placed to continue to rise to these challenges and maintain the trajectory of improvement we have set hitherto, maintaining effective collaboration with the Council and all of our partners. Ofsted's inspection report will give us further improvement priorities which we will take forward.

We will ourselves be responding to our recent inspections, of the Trust's social care service and of the Youth Offending Service, to continue to drive improvement.

#### 5. Impact from the Cost of Living/Energy Crisis

The Trust continues to work with the Council and other partners to develop a coherent response to the cost of living crisis and the challenge of keeping warm this winter. We are concerned to ensure that family poverty is addressed and supported rather than referred to the Trust as a type of neglect. We are working with BVSC to ensure that the Household Support Fund is delivered quickly and efficiently to young people and families experiencing hardship. We have implemented hardship projects for care leavers, asylum seekers and children and families with no recourse to public funds as part of this. The announcement that the HSF will extend into 2023/24 is very much welcomed and allow the Trust to work with the Council to continue to support vulnerable children and families.

We will continue to offer innovative holiday schemes in some of our most challenged communities, using Holiday Activities with Food resources and working in partnership with the Council, StreetGames, our delivery partners, and local voluntary organisations. We will ensure we target those who are vulnerable or 'hard to reach', working with our third sector partners including Bfriends, our own established charity.

## **6. Draft strategic priorities 2023/24**

In summary these are:

- responding to Ofsted's recommendations following the ILACS inspection.
- responding to HMIP's recommendations following the Youth Offending Service inspection.
- completing the work on the 'Child's Journey' programme, leading to a changed shape of organisation geared toward further improving our effectiveness and our efficiency, and enabling us to respond to the implementation of national changes following the Care Review.
- working within the key partnerships to drive system improvement and accountability.
- building our relationship as strategic partners with the Council, and demonstrating value for money to our commissioners.
- planning and managing some critical transitions in the Trust, in relation to changes in senior leadership and governance.
- maintaining a focus on Equality, Diversity and Inclusion, as service provider and as employer.
- continuing to find new and better ways to recruit and retain social workers, residential and family support workers, and carers.
- the Trust, with the Council, will complete a review of the short breaks offer available to children with additional needs. There are two elements to this review: the 'universal offer', which the Council is leading, and the targeted offer the Trust provides to children and families with whom the Trust is working (under Section 17 of the Children Act 1989).

**Andy Couldrick**  
**Chief Executive - Birmingham Children's Trust**  
**April 2023**



# Birmingham City Council

## Education and Children's Social Care Overview and Scrutiny Committee

Date: 5<sup>th</sup> April 2023



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

**Report of:** Sue Harrison, Director of Children and Families

**Report author:** Kerry Madden, Strategic Improvement Programme Director

### 1 Purpose

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

### 2 Recommendations

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

### 3 Background

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

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

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

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

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

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

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

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

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

3.11 There are five workstreams in the plan:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

### 3.19 Progress overall

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

Of the 34 projects:

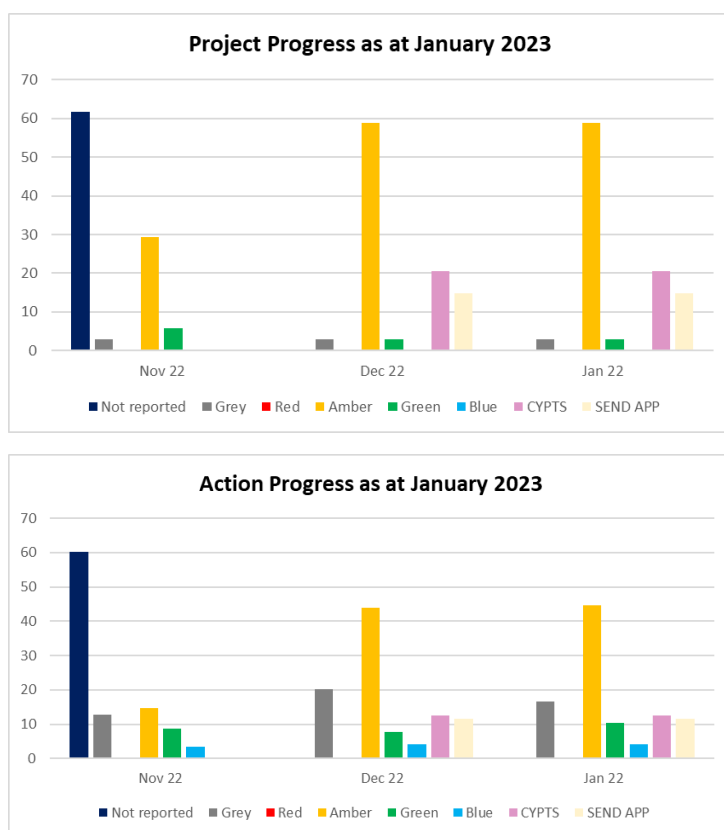
- 20 are RAG rated as Amber (project started and progress is being made)
- 1 is RAG rated Green (project completed but continues to be monitored to ensure it embeds)
- 1 is RAG rated Grey (project has not yet started)
- 7 projects are led by the Children and Young People's Travel Service programme 5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

Of the 287 actions:

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

The following graphs provide an overview of progress to date:





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

### 3.21 Risks and Challenges

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

## 4 Any Finance Implications

4.1 There are no direct financial implications with this report.

## **5 Any Legal Implications**

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

## **6 Any Equalities Implications**

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

## **7 Appendices**

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

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

## BIRMINGHAM CITY COUNCIL

January 2023



**Making a positive difference** every day to people's lives



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

## Introduction

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

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

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

## Improving Services for Children, Young People and Families Plan

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

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

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

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

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

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

### **How this plan is presented**

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

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

### **How we will deliver this plan**

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

#### **Introduction**

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

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

#### **Purpose**

The purpose of the Baselining exercise was to:

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

#### **Key messages from baselining**

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

#### **Action taken**

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

## CHILDREN AND FAMILIES DIRECTORATE

### KEY PERFORMANCE INDICATORS 2022/23 – PROGRESS UPDATE



**Making a positive difference** every day to people's lives



## 1. KEY PERFORMANCE INDICATORS

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

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



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

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

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

## 2. CHILDREN AND FAMILIES DIRECTORATE WORKFORCE MEASURES

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

# Overview and Scrutiny

## Improving Services for Children and Families Plan: Quarterly progress update

5<sup>th</sup> April 2023

**BE BOLD  
BE BIRMINGHAM**



# Our vision....

## Birmingham Children Thrive

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

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

and

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



## Birmingham Children Thrive



Safe



Achieving



Included



Confident

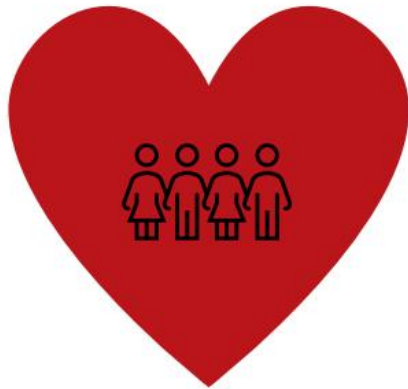


Healthy

### Delivered through our principles:

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

# Putting Children at the Heart of Birmingham

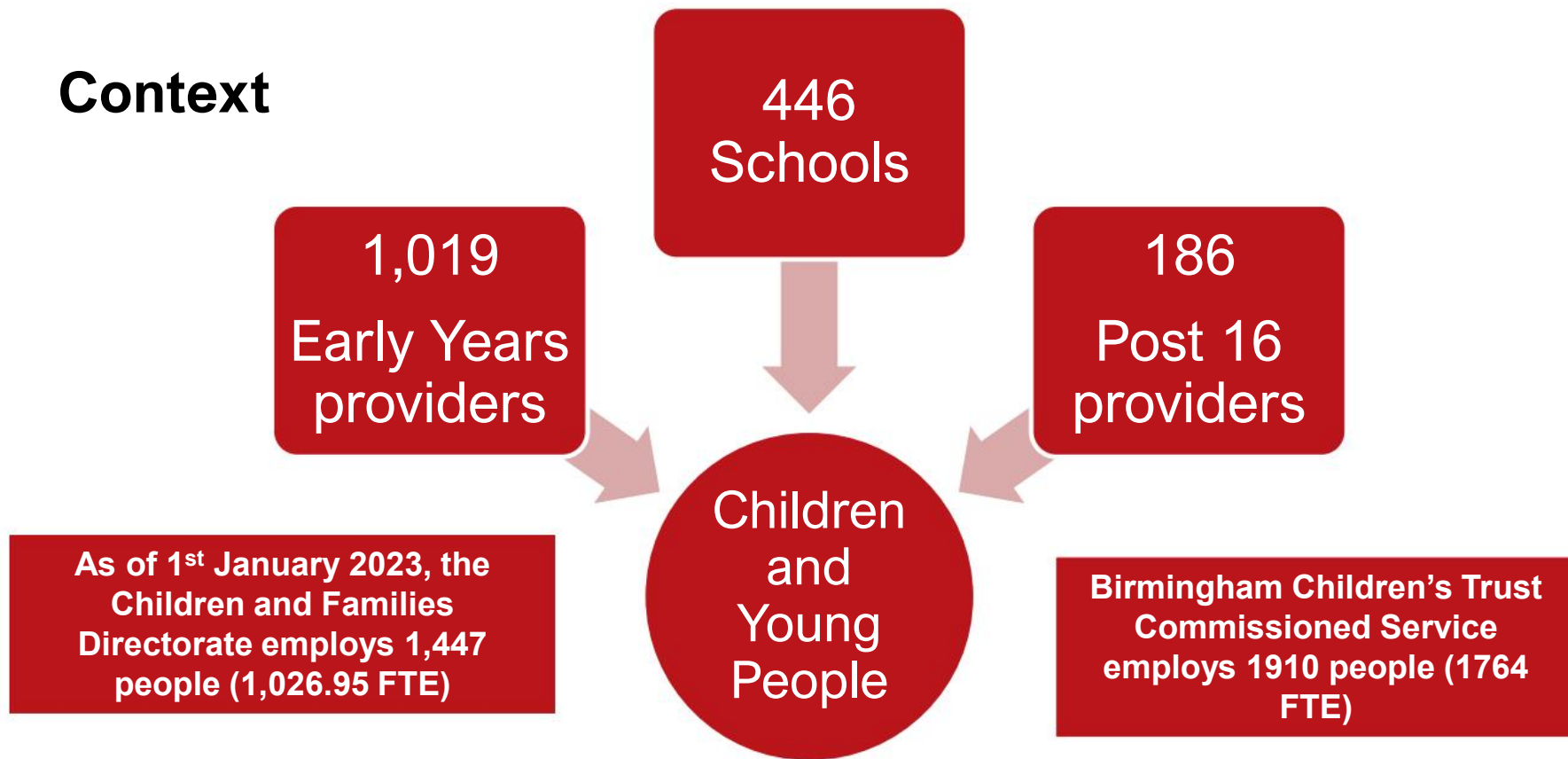


**Showing the *organisational*  
*love* for our children**





# Context





## **Workstream A:**

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

- Budget approved at Full Council on Tuesday 28th February 2023
- Recruitment of key permanent staff within the directorate
- Restorative Practice
- Embedding a Performance Culture
- Staff Engagement
- Children and Young People's Plan and launch of 100 Brilliant Days

## **Workstream B:**

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

- Strengthening the join up between teams supporting children who are not in full time education
- Elective Home Education
- Corporate Safeguarding
- Virtual School - support for learning and education provision for children ever known to a social worker

## **Workstream E:**

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

### **Family Hubs**

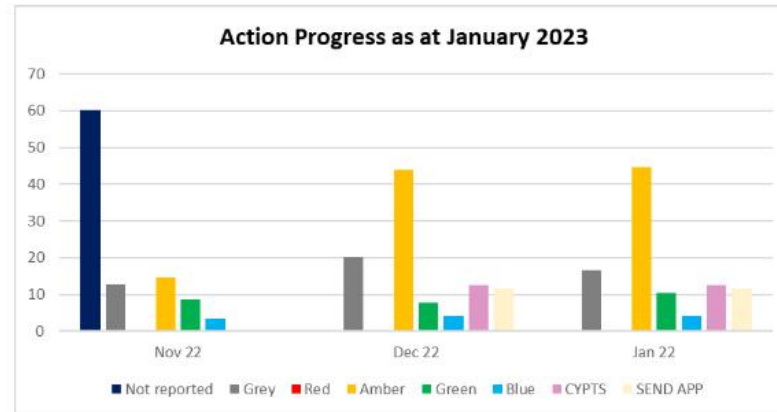
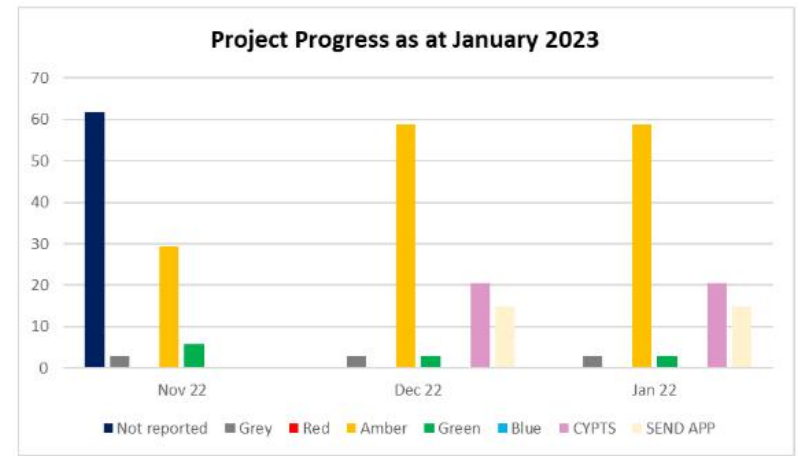
- Successful bid to secure significant investment for Birmingham
- Supporting a multi-agency place-based working alongside health partners
- Birmingham's Family Hubs Delivery Plan is being used as an exemplar by Department for Education
- Expected to have a significant impact on outcomes for children and families
- Fully aligned with our Children and Young People's Plan

### **Breaking Down Barriers**

- Breaking Down Barriers seeks to bring together fragmented Post 16 system into a joined-up approach and offer for young people
- Aligned with our Children and Young People's Plan

# Overview of progress

- During this period 3 week Ofsted Inspection has taken place
- Pace of improvement has maintained throughout



# Risks and challenges

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

# Questions/ comments











## Education and Children's Social Care O&S Committee: Work Programme 2022/23

<b>Chair:</b>	Cllr Kerry Jenkins
<b>Deputy Chair:</b>	Cllr Des Hughes
<b>Committee Members:</b>	Cllrs: Shabina Bano, Jilly Bermingham, Debbie Clancy, Morriam Jan, Shehla Moledina, and Simon Morrall
	Education Representatives: Justine Lomas, Roman Catholic Diocese, Osamugi Ogbe, Parent Governor, Rabia Shami, Parent Governor, and Sarah Smith, Church of England Diocese
<b>Officer Support:</b>	Senior Overview and Scrutiny Manager: Fiona Bottrill (303 1731) Scrutiny Officer: Amanda Simcox: (675 8444) Committee Manager: Sofia Mirza (675 0216)

### 1 Introduction

- 1.1 The remit of the Education and Children's Social Care O&S Committee is 'to fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning schools and education, the Children's Trust, vulnerable children, corporate parenting, children and young people's health and wellbeing and other child social care and safeguarding functions of the council'.
- 1.2 The Overview and Scrutiny Committee dealing with education matters shall include in its membership the following voting representatives: a) Church of England diocese representative (one); b) Roman Catholic diocese representative (one); and c) Parent Governor representatives (two, who are on the Committee until 30<sup>th</sup> April 2026).
- 1.3 This report provides details of the scrutiny work programme for 2022/23.

### 2 Recommendation

- 2.1 That the Committee considers its work programme, attached at Appendix 1, and agrees any amendments required.

### 3 Background

- 3.1 *"Scrutiny is based on the principle that someone who makes a decision...should not be the only one to review or challenge it. Overview is founded on the belief that an open, inclusive,*



*member-led approach to policy review...results in better policies in the long run.” (Jessica Crowe, former Executive Director, Centre for Governance and Scrutiny).*

- 3.2 Developing an effective work programme is the bedrock of an effective scrutiny function. Done well, it can help lay the foundations for targeted, inclusive and timely work on issues of local importance, where scrutiny can add value. Done poorly, scrutiny can end up wasting time and resources on issues where the impact of any scrutiny work done is likely to be minimal.
- 3.3 As a result, the careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility.

## 4 Work Programme

- 4.1 Appendix 1 sets out the future work programme for this Committee. This provides information on the aims and objectives, together with lead officers and witnesses, for each item. The attached work programme also includes items to be programmed where dates are still to be confirmed, and any outstanding items including the tracking of previous recommendations.
- 4.2 As the work programmes for the Committees have developed a number of cross cutting issues have been identified. To avoid duplication Members will be invited to attend different Overview and Scrutiny Committee meetings for relevant reports as set out below:

Lead Committee	Meeting and Agenda Item	Members to be invited and reason
Education and Children’s Social Care O&SC	Meeting: TBC Report from Birmingham Safeguarding Children’s Partnership (BSCP)	Members of the CYP Mental Health Inquiry from the Health and Social Care O&SC (Cllrs: Mick Brown (Chair), Kath Hartley, Gareth Moore, Julian Pritchard, and Paul Tilsley (Deputy Chair).
Commonwealth Games, Culture and Physical Activity O&SC	Meeting: TBC Report on employment and skills Legacy of the Commonwealth Games	Members of the Economy and Skills O&SC  At the meeting on the 8 July Co-ordinating O&SC decided that this issue falls within the remit of the CWG, Culture and Physical Activity O&SC, and as it has been identified during the work planning for the Economy and Skills O&SC as an issue of interest. Members of this Committee would be invited to the relevant meeting.

## 5 Other Meetings

- 5.1 There are no other meetings scheduled at this time.



## Call in Meetings:

*None scheduled*

## Petitions

*None scheduled*

## Councillor Call for Action requests

*None scheduled*

Committee approved Wednesday at 10.00am as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

## 6 Forward Plan for Cabinet Decisions

- 6.1 Since the implementation of the Local Government Act and the introduction of the Forward Plan, scrutiny members have found the Plan to be a useful tool in identifying potential agenda items.
- 6.2 The following decisions, extracted from the CMIS Forward Plan of Decisions, are likely to be relevant to the Education and Children's Social Care O&S Committee's remit. The Committee may wish to consider whether any of these issues require further investigation or monitoring via scrutiny. The Forward Plan can be viewed in full via Forward Plans ([cmis.uk.com](http://cmis.uk.com)).

ID Number	Title	Proposed Date of Decision
010978/2023	Response to Independent Review of Birmingham Special Educational Needs and Disability Information, Advice and Support Service (SENDIASS)	16 May 2023
011288/2023	Hamilton School – Approval for Capital Works to Create a Two storey Classroom Block and Car Parking to Provide Y7 and Y8 SEND Places	25 Apr 2023

## 7 Legal Implications

- 7.1 There are no immediate legal implications arising from this report.

## 8 Financial Implications

- 8.1 There are no financial implications arising from the recommendations set out in this report.



## 9 Public Sector Equality Duty

- 9.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 9.2 The Committee should ensure that it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering: How policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; Whether the impact on particular groups is fair and proportionate; Whether there is equality of access to services and fair representation of all groups within Birmingham; Whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.
- 9.3 The Committee should ensure that equalities comments, and any recommendations, are based on evidence. This should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## 10 Use of Appendices

- 10.1 Appendix 1 – Work Programme for 2022/2023

## APPENDIX 1 - 2022-23 WORK PROGRAMME

Date of Meeting: Wednesday 20<sup>th</sup> July 2022 at 10am in the BMI, Margaret Street

Item/ Topic	Type of Scrutiny	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information (Including joint working / links with other O&S Committees)
SEND Improvement and the Accelerated Progress Plan	Update Report	Advise current position on SEND Improvement, and the Accelerated Progress Plan (APP).	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families  Victor Roman, SEND Improvement Programme Manager	None Required	
Home to School Transport (HTST)	Update Report	Assurances on improvements to the HTST service including arrangements for Sep 2022.	Sue Harrison, Director, Children and Families	Mike Fagan, AD, Home to School Transport  John Elsegood, Head of Communications  Satinder Sahota, Interim City Solicitor & Monitoring Officer	None Required	
Youth Justice Plan	Consultation	To discuss the priorities prior to the plan going to Cabinet and City Council for adoption.	Seamus Gaynor, Head of Executive, Children's Trust	Dionne McAndrew, AD, Vulnerable Young People, Children's Trust  Janine Saleh, Head of Service, Youth Offending Service	None Required	
Work Programme Development	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

Final Deadline: Monday 11<sup>th</sup> July 2022, and Publication: Tuesday 12<sup>th</sup> July 2022

Date of Meeting: Wednesday 7<sup>th</sup> September 2022 at 10am in Committee Rooms 3 & 4, Council House

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SEND Improvement	Update Report	Improvement Journey	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families	None Required	
Cabinet Member Portfolio Overview	Update Report	Report providing a summary of Cabinet Member priorities for 2022-23, and identify opportunities for O&S to add value	Suman McCarthy, Cabinet Support Officer	Cllr Karen McCarthy, Cabinet Member for Children, Young People and Families	None Required	Cabinet Member Portfolio Overview
Work Programme Development / Inquiry Proposal	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	

**Final Deadline: Friday 26<sup>th</sup> August 2022**

**Publication: Tuesday 30<sup>th</sup> August 2022**

**Date of Meeting: Wednesday 19<sup>th</sup> October 2022 at 10am in Committee Rooms 3 & 4, Council House**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SEND Commissioner	Update Report	To provide information on the work of the SEND Improvement Board and how O&S can add value to the SEND improvement journey.	Sue Harrison, Director, Children and Families	John Coughlan, DfE Commissioner	None Required	
HTST / Children and Young People Travel Service Update	Update Report	Update on the service delivered in Sep 2022.	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families  John Elsegood, Interim Lead Birmingham Children's Travel Service	None Required	

**Final Deadline: Monday 10<sup>th</sup> October 2022**

**Publication: Tuesday 11<sup>th</sup> October 2022**

**Date of Meeting: Wednesday 30<sup>th</sup> November 2022 at 10am in Committee Rooms 3 & 4, Council House**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Children's Trust	Update Report	To receive the Business Plan and Priorities (including an update on the paper that is going to Cabinet on the 8 Nov regarding the contract)	Seamus Gaynor, Head of Executive, Children's Trust	Andy Couldrick, Chief Executive, Children's Trust  Dionne McAndrew, AD, Vulnerable Young People, Children's Trust	None	Last attended a formal committee meeting on 1st September 2021  Members of the Children and Young People Mental Health Inquiry from the Health and Social Care OSC have been invited (Cllrs: Mick Brown (Chair), Kath Hartley, Gareth Moore, Julian Pritchard, and Paul Tilsley (Deputy Chair))

**Final Deadline: Monday 21<sup>st</sup> November 2022**

**Publication: Tuesday 22<sup>nd</sup> November 2022**



**Date of Meeting: Wednesday 4<sup>th</sup> January 2023 at 10am in Committee Rooms 3 & 4, Council House**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Children and Families Directorate Improvement Plan – Progress Update	Update	Update on the improvement journey so far in Children and Families Directorate, including headline improvements and a summary of the Improvement Plan	Sue Harrison, Director, Children and Families	Cllr. Karen McCarthy, Cabinet Member for Children, Young People and Families  Sue Harrison, Strategic Director, Children and Families  Kerry Madden, Strategic Improvement Programme Director	None	
Children's Partnership Change for Children 2023-28 Plan	Consultation	To update on progress, and to note the timeline for the development and launch of the Children and Young People's plan, including commitment to the UNICEF Child Friendly Cities & Communities Initiative	Sue Harrison, Director, Children and Families	Cllr. Karen McCarthy, Cabinet Member for Children, Young People and Families  Sue Harrison, Strategic Director, Children and Families  Colin Michel, Strategy & Partnership Lead (on-line)	None	

**Final Deadline: Thursday 22<sup>nd</sup> December 2022 and publication: Thursday 22<sup>nd</sup> December 2022**

Date of Meeting: Wednesday 25<sup>th</sup> January at 1pm in Committee Rooms 3 & 4, Council House (Reconvened Meeting)

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SENDIASS	Update Report	To consider the report which was initially published with the agenda papers (as an exempt item) for the meeting on the 30 November 2022 which was adjourned.	Sue Harrison, Strategic Director, Children and Families	<p>John Coughlan, DfE Commissioner</p> <p>Cllr Karen McCarthy, Cabinet Member for Children, Young People and Families</p> <p>Sue Harrison, Strategic Director, Children and Families</p> <p>Janie Berry, City Solicitor</p> <p>Rebecca Hellard, Director of Council Management</p>	None	

**Date of Meeting: Wednesday 22<sup>nd</sup> February 2023 at 10am in Committee Rooms 3 & 4, Council House**

<b>Item/ Topic</b>	<b>Type</b>	<b>Aims and Objectives</b>	<b>Lead Officer</b>	<b>Witnesses</b>	<b>Visits</b>	<b>Additional Information</b>
School Attainment & School Improvement	Update Report	To receive a report on school attainment and discuss school improvement with BEP	Sue Harrison, Strategic Director, Children and Families	Sue Harrison, Strategic Director, Children and Families  Kate Reynolds, AD, Lifelong Learning & Employability  Tim Boyes, Chief Executive, BEP	None	To include attainment by ethnicity
School Exclusions, Part Time Timetables, and Unsuitable School Places	Update Report	Information on school exclusions, part-time timetables, children who haven't got a suitable school place, and support that is being provided, and how many excluded primary school children have unmet SEND needs / EHCPs	Sue Harrison, Strategic Director, Children and Families	Sue Harrison, Strategic Director, Children and Families  Razia Butt, Independent Education Adviser	None	This will also be part of the evidence gathering for the Child Criminal Exploitation Inquiry

**Final Deadline: Monday 13<sup>th</sup> February 2023 and publication: Tuesday 14<sup>th</sup> February 2023**

**Date of Meeting: Wednesday 5<sup>th</sup> April 2023 at 10am in Committee Rooms 3 & 4, Council House**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Children's Trust Update	Update Report	To provide an update on progress with the priorities	Seamus Gaynor, Head of Executive, Children's Trust  Suman McCartney, Cabinet Support Officer	Andrew Christie, Chair, Children's Trust  Andy Couldrick, Chief Executive, Children's Trust  Cllr Karen McCarthy, Cabinet Member for Children, Young People and Families  Sue Harrison, Strategic Director, Children and Families	None	
Improving Services for Children and Families Improvement Programme Progress Update	Quarterly Update Report	To provide a quarterly update on progress	Sue Harrison, Strategic Director, Children and Families	Sue Harrison, Strategic Director, Children and Families  Kerry Madden, Strategic Improvement Programme Director	None	

**Final Deadline: Monday 27<sup>th</sup> March 2023 and publication: Tuesday 28<sup>th</sup> March 2023**

**Date of Meeting: Wednesday 17<sup>th</sup> May 2023 at 10am in Committee Rooms 3 & 4, Council House**

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Young People's Substance Use Service	Update Report	To update Members on the Service (under the HSC Act 2012, local authorities have a legal duty to protect children from harm, reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse)	Karl Beese Commissioning Manager - Adult Public Health Services	Karl Beese Commissioning Manager - Adult Public Health Services  Chris Baggott, Service Lead (Health Protection)  John Freeman, Commissioning Manager, Adults Social Care	None required	This item was last discussed on 24 November 2021 and may provide useful background information to this item  Members of the Health and Social Care O&S Committee to be invited to attend for this item.
SEND Accelerated Progress Plan (APP)	Update Report	To provide an update on progress	Sue Harrison, Strategic Director, Children and Families	Sue Harrison, Strategic Director, Children and Families  Helen Ellis, Director, SEND and Inclusion	No	Brief monthly updates to be circulated to Members by e-mail.
Youth Service	Evidence Gathering	To provide evidence to the Child Criminal Exploitation Inquiry	Soulla Yiasouma, Head of Youth Service	Soulla Yiasouma, Head of Youth Service	None required	This item was last discussed on 30 March 2022 and may provide useful background information to this item.

**Final Deadline: Friday 5<sup>th</sup> May 2023 (Monday 8<sup>th</sup> May 2023 is a bank holiday) and publication: Tuesday 9<sup>th</sup> May 2023**

**TO BE SCHEDULED:**

1. Grand Challenges, City Observatory data indicators by committee remit.
2. Scrutiny Inquiry: Child Criminal Exploitation.
3. Joint Scrutiny Inquiry with Health and Social Care O&S Committee: Children and Young People's Mental Health.
4. Visits.
5. Student attendance at school during their period (Period Poverty Inquiry). The focus of the report would be on the learning / good practice that has been identified and how this being shared with schools across the city, and members of the Health and Social Care O&S Committee to be invited to attend for this item.
6. Janie Berry, City Solicitor to be added to update Members on tribunals and delays etc., and feedback on how the role of Legal Services contributes and makes risk informed decisions.
7. School Exclusions, Part-Time Timetables, & Unsuitable School Places: Officers to come back in six months with an update on the progress of the work undertaken (September 2023).
8. Birmingham Safeguarding Children's Partnership (BSCP) - BSCP last attended on 16th February 2022