

Business Improvement Plan 2021-23



Foreword

We are pleased to share with you the Birmingham Safeguarding Children Partnership (BSCP) Business Improvement Plan for 2021-23, setting out the safeguarding priorities to protect and promote the wellbeing of children and young people in Birmingham.

As the Safeguarding Partners, we will share equal responsibility for ensuring effective oversight and implementation of the Business Improvement Plan, which will commence on 1st April 2021. We have reflected on the challenges and achievements of the first two years of the new arrangements, whilst in the midst of the Covid-19 pandemic and the significant impact this has had on children's physical and mental wellbeing. We have consulted a wide range of partners who have assisted in identifying the key themes that have helped define our safeguarding priorities for the next two years to further strengthen collaborative working to safeguard and protect children and young people across the city.

The four key priorities are:

- Priority 1:** Strong Leadership and Strong Partnership demonstrating effective Accountability;
- Priority 2:** Continuously Improve Child Safeguarding Practice across the system and in all agencies;
- Priority 3:** Developing an effective multi-agency response to Child and Adolescent Neglect;
- Priority 4:** Evaluating and addressing the consequences of the Covid-19 pandemic on safeguarding children.


All our work will be underpinned by a consideration of the views and experiences of Birmingham's children and young people. We acknowledge that successful implementation of the Business Improvement Plan will be judged on the difference it makes to the safety and wellbeing of children and young people in Birmingham. We intend that progress will be reported to the Birmingham Children's Partnership, as well as the Health and Wellbeing Board and Children's Social Care Overview and Scrutiny Committee on an annual basis.



Graeme Betts CBE
Acting Chief Executive
Birmingham City Council



Paul Jennings
Accountable Officer
Birmingham and Solihull
Clinical Commissioning Group



David Thompson
Chief Constable
West Midlands Police

Introduction

The Business Improvement Plan 2021-23 sets out the Birmingham Safeguarding Children Partnership (BSCP) strategic vision, ambition, purpose, principles and safeguarding priorities for the next two years. The document should be read in conjunction with the partnership governance arrangements which were revised and updated in January 2021.

Our Ambition

Birmingham is a family friendly city where children will flourish, feel safe, listened to, learn and grow up, able to actively contribute to society.

Our Purpose

BSCP convenes the statutory 'Safeguarding Partners', the Police, Clinical Commissioning Group and Local Authority to work in close collaboration with 'Relevant Agencies' to safeguard and promote the welfare of all children and young people in Birmingham. The partnership provides system leadership, challenge and holds organisations to account. The partnership focuses on creating a learning culture, sharing good practice and driving improvement in collaborative working to deliver better outcomes for children and young people. To achieve this it:

- Sets standards and procedures for multi-agency practice.
- Promotes working together in practice supported by behaviours of respect and trust.
- Assures sound quality of practice with a positive impact on outcomes for children and young people.
- Ensures a programme of learning and development which supports leadership and practice learning from the best and from Local Child Practice Safeguarding Reviews.
- Models a culture of evaluation, learning and development.
- Communicates effectively with the wider safeguarding system of organisations and individuals, including voluntary organisations and those who experience services.
- Drives progress through Sub-Groups and work streams which regularly account to the partnership Executive Board.

The Business Improvement Plan sets out the strategic intent of the BSCP in making this vision a reality. It underlines the statutory objectives of the BSCP to coordinate and ensure the effectiveness of safeguarding arrangements.

Our Principles

The work of the BSCP will be based on four key principles:

- **Effective Partnership Working:** Committed to effective collaborative partnership working which delivers the best possible protection of children in this young, diverse, creative city.
- **Focus on the Family:** Supporting families to enable their children to flourish and learn in preparation for a long, productive, happy, life.
- **Committed to Early Help:** Recognising that those with economic, health and other disadvantages will need additional support to achieve the same outcomes as their peers.
- **Promotion of a Learning Culture:** Operating as a learning system; open and ambitious to improve.

Our Priorities

The partnership will focus on four specific safeguarding priorities. This plan is intentionally brief concentrating on the key workstreams and planned partnership activities that the Executive Board will oversee during the next two years period. These priorities support the statutory functions of the BSCP and the partnership response to protecting vulnerable children and young people, preventing harm and promoting their welfare.

These build upon the achievements since the introduction of the new safeguarding arrangements in April 2019 and complements the Birmingham Children's Partnership work in developing the City's Early Help and Support Offer and Birmingham Community Safety Partnership's strategic coordination of partnership intervention to tackle Serious Youth Violence. The four key priorities are:

- Priority 1:** Strong Leadership and Strong Partnership demonstrating effective Accountability;
- Priority 2:** Continuously Improve Child Safeguarding Practice across the system and in all agencies;
- Priority 3:** Developing an effective multi-agency response to Child and Adolescent Neglect;
- Priority 4:** Evaluating and addressing the consequences of the Covid-19 pandemic on safeguarding children.

The golden thread that links these priorities is ensuring that the voice and lived experience of children and young people informs and influences the continuous improvement in partnership working across the city.

Annually, the BSCP will reflect on progress and take account of emerging themes to refocus partnership activity on delivering on the priorities set out in the Business Improvement Implementation Plan.

Outcome	Actions 2021-23
Priority 1: Strong Leadership and Strong Partnership demonstrating effective Accountability. .	
<ol style="list-style-type: none"> 1. That the BSCP supports and challenges partners to work effectively together in the interests of children, demonstrating authoritative leadership and accountability. 2. The BSCP develops a learning culture whilst embedding good practice that is continually influenced by children, young people and their families. 3. The BSCP continues to lead, participate and influence safeguarding initiatives at a National, Regional and Local level to develop, share and disseminate good practice. 	<ol style="list-style-type: none"> 1. The BSCP Independent Chair to present an Annual Accountability Report to the Safeguarding Leaders Assembly 22nd April 2021; 2. BSCP Independent Chair to attend the City Board and Children's Partnership to provide support and challenge on behalf of children and young people; 3. Safeguarding Leaders Assembly to be convened twice yearly for accountability, learning and system development; 4. The Chairs of the BSCP and Community Safety Partnership to oversee the development of the Serious Youth Violence Strategy – Spring 2021; 5. The BSCP Executive Board to oversee a comprehensive quality assurance and audit programme aimed at evaluating safeguarding practice – Executive Board to endorse Quality Assurance Programme 2021-23 by May 2021; 6. The BSCP to redesign its website and improve its communications and social media capacity by November 2021 to improve engagement with children, families and practitioners; 7. BSCP to contribute to the continued development of the Regional Safeguarding Procedures Group consortium to deliver on-line safeguarding policies, procedures and guidance by March 2022; 8. BSCP to Co-Chair the West Midlands MASA Network to develop, share and disseminate regional good practice from April 2021; 9. BSCP to assist in the development of a regional on-line Safeguarding Self- Assessment tool to enhance, synchronise and simplify the regional Section 11 audit programme by 1st April 2022; 10. BSCP to participate in a peer review of the 'Prevent Duty' and children and young people at risk of radicalisation - Publication of findings by September 2021.
Priority 2: Continuously Improve Child Safeguarding Practice across the system and in all agencies.	
<ol style="list-style-type: none"> 1. BSCP to use emerging learning from its Quality Assurance and Audit programme, statutory inspections, Joint Targeted Area Inspections and emerging good practice from National and Local Child Safeguarding Practice Reviews to inform the development of multi- agency 	<ol style="list-style-type: none"> 1. The BSCP Executive Board to publish on its website an Annual Report for 2020/21 providing evidence of impact on the priorities set out in the Business Improvement Plan by July 2021. The findings to be presented to the Birmingham Children's Partnership, Health and Wellbeing Board and Children Social Care Overview and Scrutiny Committee by December 2021. 2. The BSCP Executive Board to maximise the opportunity to learn and improve partnership practice through

Outcome	Actions 2021-23
<p>practice for Birmingham.</p> <p>2. To develop a practical analysis of those arrangements developed through the pandemic that should be sustained.</p>	<p>workforce development, Conference, Seminar and Training programme –Training Offer 2021/22 to be published by May 2021;</p> <p>3. Quality, Impact & Outcomes Sub-Group to host a seminar focusing on the importance of agency engagement in the implementation of multi-agency plans from Early Help, Children in Need to Child Protection by December 2021;</p> <p>4. Quality, Impact & Outcomes Sub-Group to refine ‘near miss policy’ to provide assurance, highlight areas for improvement in practice and maximise the opportunity for multi-agency learning by November 2021;</p> <p>5. Learning & Development Sub-Group in conjunction with Birmingham Children’s Partnership to develop and deliver bespoke training for the ‘Lead Practitioners’ role in supporting ‘<i>Our Family Plans</i>’ by May2022;</p> <p>6. BSCP to publish and oversee the dissemination of learning from Local Child Safeguarding Practice Review of a ‘County Lines’ case focusing on ‘<i>Reachable Moments</i>’ by July 2021;</p> <p>7. The Community Safety Partnership to share with Executive Board regular updates on Implementation of learning from the benchmarking exercise on progress of the key recommendations in relation to ‘<i>It was hard to Escape</i>’ a National Review of Child Criminal Exploitation by November 2021;</p> <p>8. The BSCP to host a virtual ‘Contextual Safeguarding Conference and Practitioners workshops in June 2021.</p> <p>9. BSCP to undertake a self-assessment of Child Exploitation practice using the Joint Target Area Inspection approach by November 2021;</p> <p>10. BSCP to work in close collaboration with NSPCC and Ofsted in responding to the emerging issues raised through the ‘<i>Everyone’s Invited</i>’ movement, with specific focus on the understanding and application of ‘peer on peer’ safeguarding guidance in schools, by September 2021.</p>
Priority 3: Developing an effective multi-agency response to Child and Adolescent Neglect	
<p>1. BSCP Executive Board to establish a Neglect Operations Group Co-Chaired by Birmingham Community Health Care NHS Trust and Birmingham Children’s Trust to oversee effective implementation of the Childhood Neglect Strategy 2019/23;</p>	<p>1. BSCP to provide seed funding for initial NSPCC Graded Care Profile 2 Training and the appointment of a Neglect Lead Manager to assist with implementation of the Childhood Neglect Strategy 2019/23;</p> <p>2. BSCP and Neglect Operations Group to commission and deliver Graded Care Profile 2 training and produce neglect eLearning models and practice guidance by April 2022;</p>

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	<ol style="list-style-type: none"> 3. Neglect Operations Group to establish two Neglect Pilot Projects in the north and south of the city, by September 2021 to test and develop exemplars of good inter-agency practice and models of working using NSPCCC Graded Care Profile 2. 4. Evaluation of Neglect Pilot Projects to be completed by 31st March 2022, to inform the rollout of a new Multi-Agency practice model through the Early Help and Support Localities in Spring 2022; 5. The BSCP to host an Annual Safeguarding Practitioners conference on 'Childhood Neglect' in June 2022, to share good practice and cascade learning from the pilot projects.
Priority 4: Evaluating and addressing the consequences of the Covid-19 pandemic on safeguarding children.	
<ol style="list-style-type: none"> 1. To provide assurance that the Safeguarding Children Partnership arrangements have continued to work effectively during the Covid-19 Pandemic to safeguard and promote the wellbeing of children and young people in Birmingham. 	<ol style="list-style-type: none"> 1. The BSCP Executive Board to oversee the effective implementation of the Business Improvement Plan and to publish its Annual Report evaluating progress and the impact of Covid-19 on safeguarding children by July 2021; 2. BSCP, Birmingham Council of Faiths and Public Health to work in close collaboration on a Department of Education funded project to enhance safeguarding within faith-based settings. To build upon, expand and adapt the '<i>every conversation counts</i>' model which has been adopted to promote the importance of social distancing and encourage vaccine take up from April 2021; 3. The Safeguarding Leaders Assembly on 22nd April 2021 to focus on Covid-19 '<i>Response to Recovery</i>' with Safeguarding Leaders workshop to identify exemplars of good practice developed during the pandemic; 4. The Quality, Impact & Outcomes Sub-Group quality assurance and audit programme to incorporate comparative analysis of the impact of 'lockdown' on safeguarding practice by December 2021; 5. Launch public awareness campaign '<i>Who's in Charge</i>' highlighting the consequences of drinking alcohol whilst caring for children, to take account of easing of Covid-19 pandemic restriction in April 2021; 6. Learning and Development Sub-Group to incorporate within its annual evaluation of the multi-agency safeguarding training, the impact of virtual training, webinars and eLearning for inclusion with the BSCP Annual Report scheduled for publication in July 2021; 7. Serious Cases Sub-Group to undertake a thematic review of learning from the National Panel Review '<i>Out of Routine</i>' as part of a Local Child Safeguarding Practice Review examining support for vulnerable families with newborn babies. The learning to

Outcome	Actions 2021-23
	<p>inform the Neglect Pilot Projects;</p> <p>8. Serious Cases Sub-Group to ensure that Rapid Reviews continue to incorporate analysis of the impact of the Covid-19 pandemic on service delivery and partnership intervention to inform Local and National Learning.</p>



BIRMINGHAM

**Safeguarding
Children**

PARTNERSHIP

Birmingham Safeguarding Children Partnership
PO Box 17340
Birmingham
B2 2DR

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