

BIRMINGHAM CITY COUNCIL

EDUCATION AND CHILDREN'S SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 20 JULY 2022 AT 10:00 HOURS
IN CHARLES DICKENS THEATRE, BIRMINGHAM & MIDLAND
INSTITUTE, 9 MARGARET STREET, BIRMINGHAM, B3 3BS

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) 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 APPOINTMENT OF COMMITTEE, CHAIR AND DEPUTY CHAIR

(i) To note that the Council at its meeting on 24 May 2022 appointed the Committee, Chair and Members to serve on the Committee for the period ending with the Annual Meeting of the City Council in 2023.

Labour Group (5):-

Councillors Kerry Jenkins (Chair), Shabina Bano, Jilly Bermingham, Des Hughes and Shehla Moledina.

Conservative Group (2):-

Councillors Debbie Clancy and Simon Morrall.

Liberal Democrat Group (1):-

Councillor Penny Wagg

(ii) To elect a Deputy Chair, for the purpose of substitution for the Chair if absent, for the period ending with the Annual Meeting of the City Council in 2023.

4 DECLARATIONS OF INTERESTS

Members are reminded that they must declare all relevant pecuniary and non pecuniary interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared a Member must not speak or take part in that agenda item. Any declarations will be recorded in the minutes of the meeting.

5 TERMS OF REFERENCE

To note the Terms of Reference for the Committee.

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.

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).

5 - 16

6 ACTION NOTES

To agree the action notes of the formal meeting held on the 30th March 2022.

17 - 66

7 SEND (10.05 - 11.00)

Sue Harrison, Director, Children and Families, and Victor Roman, SEND Improvement Programme Manager to update Members on SEND improvement and the Accelerated Progress Plan (APP).

Sabiha Aziz, Chair, Parent Carer Forum, Pam Armstrong, Parent Carer Forum, and Jo Green, Parent Carer Forum also in attendance.

67 - 76

8 HOME TO SCHOOL TRANSPORT (11.00 – 11.20)

Mike Fagan, AD, Home to School Transport to provide an update on Home to School Transport / Children's Travel Service, and Satinder Sahota, Interim City Solicitor & Monitoring Officer in attendance.

Sabiha Aziz, Chair, Parent Carer Forum, Pam Armstrong, Parent Carer Forum, and Jo Green, Parent Carer Forum also in attendance.

77 - 118

9 **YOUTH JUSTICE PLAN (11.20 – 11.50)**

Dionne McAndrew, AD, Vulnerable Young People, Children's Trust, and Janine Saleh, Head of Service, Youth Offending Service in attendance.

119 - 132

10 **WORK PROGRAMME**

To agree the work programme.

11 **DATE OF MEETINGS 2022/23**

(i) The Chair proposes that meetings be held at 1000 hours on the following Wednesday's.

2022	2023
7 September 2022	4 January 2023
19 October 2022	22 February 2023
30 November 2022	5 April 2023
	17 May 2023

(ii) The Committee is also requested to approve Wednesday's at 1000 hours as 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.

12 **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).

13 **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.

14 **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 OVERVIEW AND SCRUTINY (O&S) COMMITTEE – PUBLIC MEETING

1000 hours on Wednesday, 30 March 2022, BMI, Margaret Street

Action Notes

Present:

Councillor Narinder Kaur Kooner (Chair)

Councillors: Kerry Jenkins, Katherine Iroh, Simon Morrall, and Alex Yip

Other Voting Representatives: Justine Lomas, Roman Catholic Diocese Representative, and Rabia Shami, Parent Governor Representative

Also Present:

Councillor Jayne Francis, Cabinet Member, Education, Skills and Culture

Victor Agbontean, Peer Researcher, Youth Service

Pam Armstrong, Parent Carer Forum (PCF) (on-line)

Sabiha Aziz, Chair, PCF

Juliet Faulkner, Senior Youth Worker

Clair Graham, Head of Service Contextual Safeguarding, EMPOWER U Hub,
Exploitations & Missing Team, Children's Trust (on-line)

Jo Green, PCF (on-line)

Faye Higgins, Programme and Change Manager

Pauline Maddison, Interim AD, SEND and Inclusion

Jadieal Millwood, Senior Youth Worker

Ceri Saunders, Acting Group Overview and Scrutiny Manager

Amanda Simcox, Scrutiny Officer

Soulla Yiasouma, Joint Head of Youth Service

Ilgun Yusuf, Acting AD, Skills and Employability

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) and that members of

the press/public may record and take photographs except where there are confidential or exempt items.

2. APPOINTMENT OF THE COMMITTEE

The Chair welcomed the new Members to the Committee.

RESOLVED:

Noted the resolution of the City Council appointing Justine Lomas to replace Adam Hardy as the Roman Catholic Diocese representative on the Committee and Councillor Simon Morrall to replace Councillor Saddak Miah for the period ending with the Annual Meeting of City Council in May 2022.

3. APOLOGIES

Apologies were submitted on behalf of Councillor Olly Armstrong, Councillor Kath Scott, and Sarah Smith, Church of England Diocese Representative.

4. DECLARATIONS OF INTEREST

None.

5. ACTION NOTES AND ACTION TRACKER

(See documents No. 1 and 2)

RESOLVED:

- Confirmed the actions notes of the formal meeting held on the 16 February 2022.
- Noted the action tracker and the outstanding items are to be followed up.

6. CHILD SEXUAL EXPLOITATION (CSE)

(See document No. 3)

Clair Graham, Head of Service Contextual Safeguarding, EMPOWER U Hub, Exploitations & Missing Team, Children's Trust was in attendance on-line for this item.

Clair Graham gave the presentation and the main points included:

- A summary of the recommendations in the CSE Scrutiny Report¹ published in December 2014 relating to the Council's role in tackling CSE was given.

¹ <https://bit.ly/3j4pZFF>

- There is a specialised service for CSE in the Children’s Trust at the EMPOWER U Hub and this went live in 2019.
- They have in-house multi-agency training and awareness that includes on-line abuse, educational provision and the hospitality sector. Their work around awareness training regarding CSE was provided and included their work in the community.
- Governance: they have a Contextual Safeguarding Strategic Board, an Implementation Board, an EMPOWER U Exploitation and Missing Hub, and commissioned services based on need and demand.
- Local data was provided regarding CSE and criminal exploitation. Currently the youngest child that is being exploited is 10 years old, although the age range is usually between 15 and 17 years old. The tendency is for more females than males being sexually exploited, and mainly from a white background. There is a big difference in the data regarding those that are sexually as opposed to criminally exploited.
- Details regarding the National Child Sexual Abuse Independent Inquiry² was provided. This included Birmingham looking at changing the definition of CSE and reviewing the categorisation of risk and harm, and work around the national shortage of suitable residential care placements for children who are at risk or have experienced CSE. In addition, the police have problems with profiling perpetrators and victims of CSE and work needs to be undertaken.
- Next steps for Birmingham include the review of the overarching Partnership Child Exploitation Strategy which is currently in draft form. This will include communication, awareness raising and reviewing the CSE definition in line with the region.

During the discussion with Members the main points included:

- Details of the Home Office’s child exploitation disruption toolkit were given: <https://www.gov.uk/government/publications/child-exploitation-disruption-toolkit>
- Examples of raising awareness in communities were requested and Members were informed of the initiative in the Lozells and Newtown areas. Work includes building parents and carers groups, providing training, awareness raising and empowering them to take steps to address the issues. This is a long journey as it takes a long time to build trust. This weekend they have taken 40 parents and carers, whose children have or are being exploited, on a residential weekend.
- The recommendations from the national inquiry came out in February 2022 and they are putting together short and long-term measures and timelines. This is a partnership approach as it is not all about the Children’s Trust.

² <https://www.iicsa.org.uk/>

- What more can be done to educate and empower those most at risk was queried. They know what the Adverse Childhood Experiences (ACEs) and vulnerabilities are, and it is about early prevention and early help provision. The Early Help Service is working with schools which includes exclusions. However, it was felt they need to educate children and parents earlier and undertake more preventative work. It is about building self-esteem and recognising they are being exploited and diverting them. Therefore, there are two lots of work, the preventative work and then it is about supporting those that are entrenched and already involved in exploitation.
- It was felt that some young people are living in fear of what will happen if they speak out and there is a need to get across that there is support for them. It was acknowledged that this is very challenging, and they did a video reaching out to parents³ which they have asked to be played in a wide range of places such as GP surgeries. There can be a stigma with communities not trusting statutory agencies and services, and they would like the parents and carers groups replicated across the city. It is about finding different platforms and ways to get the message across that they are there to help.
- This is a whole partnership agenda and they work in partnership with the Community Safety Partnership (CSP), where they have raised linking mandatory awareness training on exploitation to taxi drivers' licences. They also work in partnership with the Violence Reduction Unit (VRU), who have community navigators and educational navigators. Clair undertook to have a discussion with the lead officer for the VRU regarding delivering workshops for elected Members, and she is happy to accompany them.
- Councillor Jayne Francis, Cabinet Member, Education, Skills and Culture highlighted that they needed to identify resources so the initiative can be city wide. They have also recently launched the digital strategy and they need to ensure that everyone has an appropriate way to access information.
- Awareness raising and a lack of reporting was discussed, this included BAME communities and newly arrived families.

RESOLVED:

Noted the update and Clair Graham undertook to have a discussion with the lead officer for the VRU about delivering workshops for elected Members and she is happy to accompany them.

7. YOUTH SERVICE UPDATE

(See document No. 4)

Councillor Jayne Francis, Cabinet Member, Education, Skills and Culture, Ilgun Yusuf, Acting AD, Skills and Employability, Soulla Yiasouma, Joint Head of Youth Service,

³ <https://vimeo.com/552361935>

Jadieal Millwood, Senior Youth Worker, Juliet Faulkner, Senior Youth Worker, and Victor Agbontean, Research Peer attended for this item.

Ilgun Yusuf introduced the item and highlighted that they are involved with early intervention and will be taking this forward. Soulla Yiasouma took Members through the report and the main points included:

- A member of staff is leading on their social media, ensuring each centre has active participation and are focussing on their Instagram account, and looking at a Youth Service website.
- They are looking at branding their youth centres as safe places for young people and are working closely with Clair Graham.
- They have done a video at The Lighthouse around transformation for change (<https://youtu.be/PLEYwVMdzLO>).

Jadieal Millwood runs The Lighthouse, and the Council in partnership with DWP have been leading on youth hubs. There are benefits of young people coming into youth hubs rather than job centres. They have Youth Workers on hand to talk to and signpost to youth employment initiatives on-site and they can engage with Work Coaches.

The Youth Service has four youth hubs for the Commonwealth Games: The Lighthouse, The Factory, Concord and Clifton Road. Projects include delivering specific Commonwealth Games sports.

Juliet Faulkner currently manages the Maypole Youth Centre and the participation team, and Victor Agbontean is a young person working as a peer researcher on the youth violence research project. Victor provided information on how they are working in different ways and getting views regarding youth violence. This included a workshop at The Lighthouse and peer pressure being raised as an issue. Juliet Faulkner provided further details on the project.

During the discussion with Members the main points included:

- The peer action work is a city-wide programme. As this is externally funded through the youth endowment fund, they have to target this in certain areas.
- In relation to the Council's property portfolio, if resources and investment became available then a local youth provision which was walkable would be welcome. However, this would need staffing and it may be possible to tap into local community groups.
- The youth voice and youth participation: they have a strong Youth City Board with over 40 young people and about 25 of these are really active. They have young people at the heart of writing the youth violence strategy and who are active with the Commonwealth Games. They have identified five theme groups: health and wellbeing, climate change, education and employment, youth violence, and infrastructure. The Youth City Board is part of the formal governance and they want to use this increasingly for policy development and service design.
- Each youth hub is different as it is co-designed to recognise local need.

- Going forward and as part of the early intervention work, they will include looking at the assets and joining up what may appear to be disparate areas.
- The Youth Service does a lot of work with pre-16 year olds and they would welcome sharing the vision with the committee at the next meeting.
- The branding of Youth Centres as safe spaces was welcomed.
- Jadieal Millwood loves working for the Council's Youth Service and is himself a product of the Youth Service. He felt it would be great to see a long-term strategy together with long-term funding, recognising that Birmingham is the youngest city, with the largest Youth Service in the country that is highly regarded nationally and should be resourced accordingly. He also asked whether young people who aspire to be athletes could get free tickets to the Games.
- Food hunger is a serious issue and having food at Youth Centres is important.
- The Youth Service is very good at adapting and the support of the head of service is greatly appreciated as she goes above and beyond.
- Victor Agbontean feels that young people should be involved, and an example of what could be improved in libraries was given. He is part of the Youth City Board and being involved is rewarding and this includes being a flag bearer at Buckingham Palace for the Commonwealth Games.
- Local Councillors should be going into Youth Centres in their wards to hold meetings so young people can be engaged. However, there is a need to develop relationships with young people beforehand to assist with participation.

RESOLVED:

The update was noted and:

- The Peer Researcher(s) to come back and give the Committee an overview and results of the youth violence research.
- The Committee to write to the Commonwealth Games Programme Director to request free tickets for young people who aspire to be athletes.

8. SEND – OBJECTIVE 2: GETTING THE BASICS RIGHT - SENAR UPDATE

(See document No. 5)

Pauline Maddison, Interim AD, SEND and Inclusion, Faye Higgins, Programme and Change Manager, Sabiha Aziz, Chair, PCF, Pam Armstrong, PCF, and Jo Green, PCF were in attendance for this item.

Pauline Maddison introduced the item and highlighted:

- She is the Senior Responsible Officer (SRO) for this objective.
- It had previously been decided to split this into two parts: SENAR and health, with the health item being discussed at the next committee meeting.

- There will continue to be major changes in terms of SENAR although it may be too early for many people to feel the improvements.
- A big area is improved communication particularly with parents, carers and schools.
- The Government published their green paper regarding SEND and Alternative Provision (AP)⁴ yesterday. It is recognised that the system is failing nationally and matches Birmingham's situation, with some local authorities being in a worse situation. The proposals include a significant look at the assessment and review system that will likely lead to legislative change. Assurance was given that this will not slow down the pace of improvements.

Faye Higgins highlighted information within the presentation, and this included:

- They secured additional funding from Cabinet in August 2021 and progress to date includes recruiting c.70 new officers into the service and they now have over 80 staff facilitating the 10,500 Education and Health Care Plans (EHCPs), rearranged the SENAR service, and changed their decision-making processes.
- Members were updated on the quality assurance framework and the progress to date (slide 3, page 43 of the pack).
- The NEXUS case management system will give the ability to have bespoke user dashboards and direct access to the young person's SEND files through portals directly accessed by parents and young people, and professionals, such as schools etc.
- There is a significant amount of work to do on the restructure and they are aiming to go back to Cabinet in September 2022 with a growth bid for the service which is 100% of what they will need to run the service.
- They are meeting with other local authority leaders within those services who the DfE has suggested and this includes Leeds.
- There is a need to review every job description and meeting regularly with union colleagues regarding the restructure.
- The entire West Midlands is struggling to recruit SEND staff. However, they are starting to get approached from staff who work in other local authorities who want to move to Birmingham, as there is support from Cabinet, the Commissioner, DfE and managers, so the investment is there.
- They are on track and they will be providing contact information to parents and carers of their caseworker at the end of April 2022.
- They are still dealing with the backlog of annual reviews and some local authorities are not conducting annual reviews.
- They are working on bringing the assessment timelines back in-line with 20 weeks. However, their health colleagues, Children's Trust colleagues and Educational Psychology service do not have the additional resources, which

⁴ <https://www.gov.uk/government/consultations/send-review-right-support-right-place-right-time>

has an impact on the timescales. There is an underspend in SENAR staffing because of delayed recruitment which may be able to assist with this.

- Complaints are being turned around within the 15 days. They have a culture among some parents that those that shout the loudest get the most and they are working with the PCF and others to change this, as previously you had to complain to get some type of service. The complaints now are more around not having enough special school places in the city.
- It is recognised that there are huge pockets of digital poverty in the city and this will be taken into account when introducing the parent portal in NEXUS.
- It will likely take two years to build the structure with permanent staff and allow for the increase in service demand.
- They need to reach out to the young people they are providing a service to and ask them what they need from their caseworkers. Thinking ahead, there could be caseworker apprenticeship opportunities.
- The risks with the implementation of the NEXUS case management system and delays to implementation are being mitigated.
- Officers are focusing on delivering the service in-line with the SEND code of practice as well as trying to deal with the transformation which is a risk.
- The biggest risk in terms of the transformation is finance, and currently no permanent funding is available to secure the SENAR staffing structure post March 2023. However, they are confident when they go with their growth bid to cabinet in September 2022 that the investment will be there to deliver the service.

Sabia Aziz highlighted that the PCF are working closely with Faye Higgins and Pauline Maddison on delivery and a lot of work has been done. However, they are still getting feedback from parents that the impact isn't being felt on the ground yet.

In relation to finding a local authority with similar numbers to Birmingham, the PCF has buddied with Somerset and Sabia can link officers up with them.

The role parent link will play moving forward and silo working was queried. Faye Higgins stated that the role is evolving as the service evolves, and the service will play a key role moving forward. They will be looking at using them to provide support and deliver training to SENCOs.

As per the Government Green Paper there may be a national EHCP template and there will be a need to align the transformation work with the Government's Green Paper.

During the discussion with Members the main points included:

- It is important to keep an eye on the number of agency and interim staff as this is where a lot of the money is going.
- Although this is a long journey there are elements, such as reviewing templates, that they are aiming to complete by September 2022, which they

are currently on target for. However, it could be another 18 months before every family feels the difference.

- They are looking at how they rebrand the service.
- Whether there were any structures in place for apprenticeships was queried. Objective 4 is split into two, pre-16 years old and post-16 years old, and Ilgun Yusuf is leading the post-16 and within this are apprenticeships for young people with SEND, and staff development which includes recruitment and retention. Therefore, young people can become involved via different strands of the Accelerated Progress Plan.
- Officers are working with Special Educational Needs Co-ordinators (SENCOs), so concerns are not raised too late.
- They are sending out regular SENAR updates through the PCF and on the local offer website. They are also seeking permission from parents that they can contact them via e-mail so they can send an update to them.

RESOLVED:

The update was noted, and the following was requested:

- Feedback and follow-up information on NEXUS case management system as the Committee had been given assurances regarding the 365 Travel Assist IT system that may be cancelled.
- Information on where the interim funding has been spent.

9. WORK PROGRAMME

(See document No. 6)

The Chair highlighted that Ilgun Yusef had committed to coming back and updating the Committee on the Youth Service and peer research, and it was agreed that the committee reconvene after the AGM with an informal meeting to discuss ideas and agree the work programme.

RESOLVED:

The Youth Service and peer research to be added to the list of items to be carried forward to discuss at an informal meeting of the Committee.

10. DATE OF NEXT MEETING

The Chair highlighted that an e-mail had been sent to Members regarding attendance at the April committee meeting. This was because she was mindful that one of the agenda items was about mental health and wellbeing, which is an important topic, and wanted to ensure there was good attendance at the meeting next week.

The reason for sending the e-mail prior to this meeting was because the send-out was before this meeting. The results were three Members wished for the meeting to continue, four Members were supportive of postponing the items until June 2022,

and the remaining Members did not respond. As a result, the April agenda items have been moved to the next committee meeting, so there can be a fuller committee attendance. The next meeting is pencilled in for 15th June 2022 at 10am.

RESOLVED:

The meeting scheduled for Wednesday 6 April 2022 at 1000 hours was cancelled.

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

None.

12. OTHER URGENT BUSINESS

Cllr Alex Yip raised a number of concerns regarding the Weightman's report which had been covered by the Birmingham Mail on 11 March 2022.⁵ This followed a request for an independent report to be commissioned at Full Council (it was part of a motion agreed when the Committee's Home to School Transport Inquiry report was debated on 15th September 2020).⁶

Three matters were highlighted by Cllr Yip:

- Whether the Committee could look at the four recommendations at the next meeting as it was felt that it was important for Scrutiny to look at these to ensure they were fully completed.
- Concerns about answers given to questions raised at Full Council.
- Issues concerning how, and when, this confidential report had been shared, or otherwise, with the press and other stakeholders A timeline setting out when the report had been shared was requested.

Cllr Yip suggested the need for either an investigation or a discussion at the next committee meeting. The Chair commented that legal advice would need to be sought and that this should be discussed further with the new committee, after the local elections in May.

The Chair thanked Rabia Shami, Parent Governor Representative for her commitment as this was her last committee meeting due to the term of office expiring.

⁵ <https://www.birminghammail.co.uk/news/midlands-news/staff-failed-criminal-checks-drove-23337963>

⁶ https://www.birmingham.gov.uk/downloads/file/18141/home_to_school_transport_council_report_-_post_council

13. AUTHORITY TO CHAIR AND OFFICERS

RESOLVED:

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

The meeting ended at 12.27 hours.

Accelerated Progress Plan - Stocktake

Overview and Scrutiny



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BIRMINGHAM
CHILDREN'S TRUST



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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

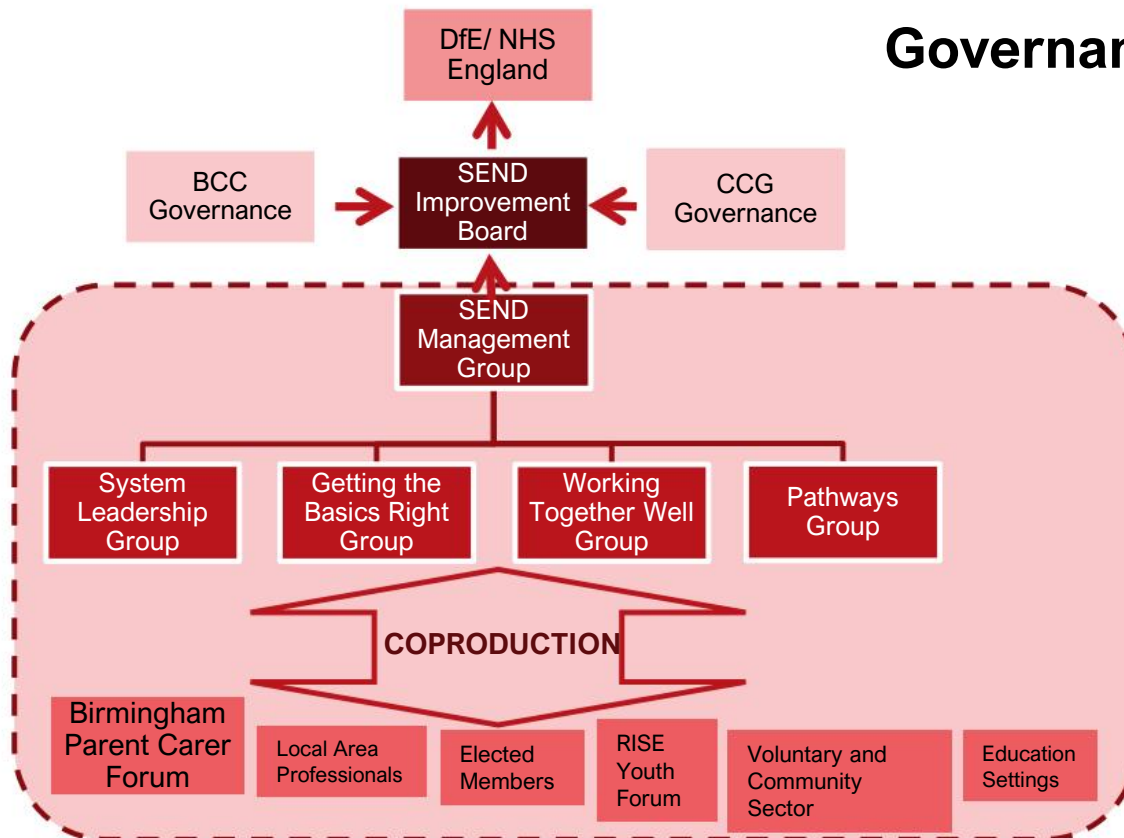


Healthy

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

Governance



Objective	Area of Significant Weakness	Improvement Projects at a glance
1. System Leadership	<ul style="list-style-type: none"> Strategy Inter-agency working Local Offer 	<ul style="list-style-type: none"> Refresh the SEND Strategy Develop a Joint Working Protocol with Standard Operating Procedures across the partnership Develop and Implement a Learning and Development Strategy across the partnership Develop a Workforce Strategy to ensure staff sufficiency across the partnership Improve the Local Offer Website Improve Data Management
2. Getting the basics right – identifying and assessing need	<ul style="list-style-type: none"> Coordination of Assessments Quality of EHCPs Waiting Times 	<ul style="list-style-type: none"> Build a sustainable SENAR service Improve the EHNCA and Annual Review Processes Upgrade the Case Management System Agree a Quality Assurance Framework Improve waiting times for Therapies and Neuro-Developmental Pathways
3. Working Together Well	<ul style="list-style-type: none"> Co-Production Parental Engagement Parental Satisfaction 	<ul style="list-style-type: none"> Develop and implement a co-production and engagement framework and plan Set up a Voluntary Sector Partnership Group Develop and implement a communications strategy Launch Parent Portal as part of the SENAR Case management System Upgrade Agree and sign a Partnership Charter Review and Strengthen the role of SENDIASS
4. Pathways – meeting need and improving outcomes	<ul style="list-style-type: none"> Academic Progress Attendance and Exclusions Employment 	<ul style="list-style-type: none"> Develop an Inclusion Strategy Deliver the Developing Local Provision project Review the Children Out of School Process for CYPs with EHCPs Review the allocation of the HNB 14-19 Review of Employment Pathways for YP with SEND Review of Internal Processes to ensure that CYPs pathways are correctly tracked

Objective 1 – Systems' Leadership

- We are in the process for Refreshing our SEND Strategy, with a view of having a final draft version by the end of November 2022, with member/ CCG governance sign-off after that. The Strategy is being co-produced as a partnership piece of work and will link with the Inclusion Strategy, the SEND Sufficiency Strategy and the overarching Children's Plan.
- Joint Working Protocol has been agreed in principle (for EHCNA process) and the local senior leaders from Health, Education/BCC and Social Care/BCT are all committed to working more effectively together.
- A suite of Standard Operating Procedures (SOPs) is being created with some already in place and being used and others needing to evolve before being implemented.
- Agencies are engaged in developing a multi-professional Training Needs Analysis to ensure local (multi-professional) learning and development programmes upskill teams with SEND knowledge.
- Visitors to the SEND Local Offer each month have been consistent at an average of 24,832 (for the past 12 months) against a target of 16,000 (minimum). Only one month (August 2021) was lower than the target at 10,792 and the highest month was October 2021 at 36,991.
- Work has continued with education settings and partners in embedding good practice and crystallising what good looks like. As a result, we now have 31% of children and young people educated in a mainstream environment (2835 children and young people), compared to 26% in May 2021 (2278 children and young people). We acknowledge that this only shows distance travelled rather than impact and SEND sufficiency could also be a contributor.

Objective 2 – Getting the Basics Right

- Recruited 50+ new officers into the SENAR service – increased capacity to complete casework - initial number of service staff was 24 at the time of the last visit.
- Rearranged the SENAR service into 4 area teams – North, East, South & West for reviews and aligned all of the area assessments teams into one team.
- Reviewed and co-produced a new EHCP template and all associated documentation as well as co-producing the process with partners

As a result:

- We met the Statutory Deadlines to issue school phase transfers for EHCPs: 90.91% of Reception placements were confirmed (121 out of 132), 96.55% of Year 2 placements were confirmed (29 out of 30) and 98.82% of Secondary placements were confirmed (677 out of 685); this is compared to 0% in 2021
- We have improved on the 20 week statutory compliance with Education, Health and Care Needs Assessments - **65% of assessments were completed within 20 weeks** in May 2022 (813 out of 1245 new plans) compared to 53% in May 2021 (524 out of 989 new plans) and 65% national average.
- We've been making progress on addressing the Annual Review backlog. The % Annual Reviews actioned within 4 weeks of the meeting was at 0.4% in September 2021(1 out of 239); our latest performance for **May 2022 was 25%** (158 out of 632).
- Also, with more appropriate casework now in place, there has been a reduction in NEETs with EHCPs from 9% in May 2021 (945 young people) to **4% in May 2022** (425 young people).

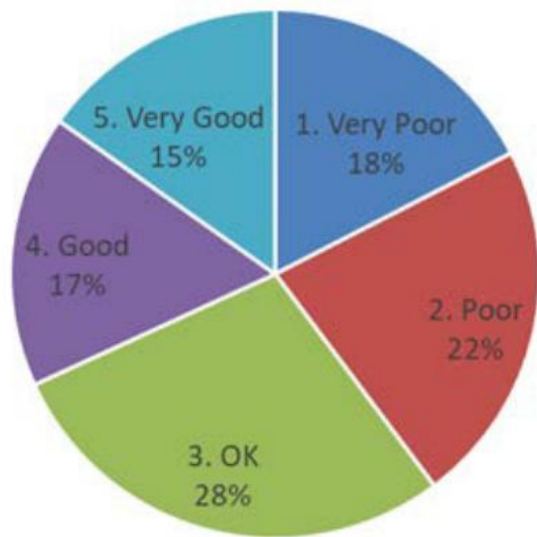
Objective 3 – Working Together Well

- The SEND Local Area Leadership in collaboration with Birmingham Parent Carer Forum (BPCF) are working together to increase parent/carers satisfaction and engagement in SEND services and by 'embedding co-production'.
- All of this has informed the co-drafting of a **Co-Production Framework and Charter** on track to be signed off by the SEND Improvement Board in July 2022, including Parent Carer Forum, active Parents, Carers, Children and Young People. **This agreement is a shared definition, principles, approach and commitment to co-production in Birmingham.**

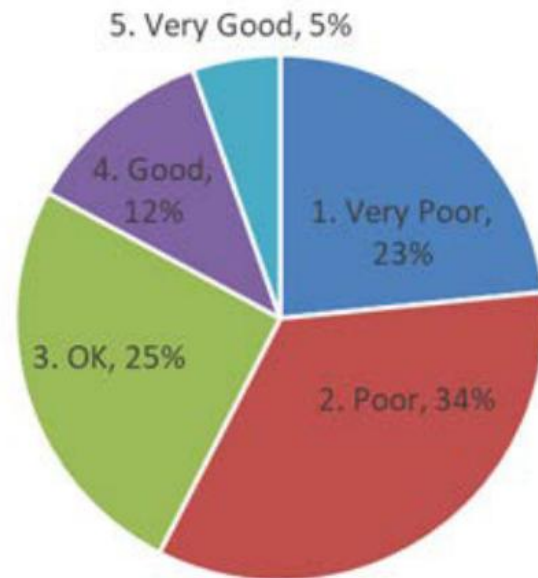
Parent Carer Engagement initiatives have included:

- Engagement undertaken with parents and carers to design the APP
- 8 'Have Your Say' Events for Parents Carers between December 2021 and March 2022. 93 of them attending either online or in person. This has offered great opportunity to gather feedback and to also establish principles of co-production and values.
- A Parent Carer Survey was undertaken in May 2022, which has 788 responses (compared to 378 in 2019 and 226 in 2018, much higher)
- We are also working with Objective 2 to develop a parent portal, so that parents/carers and young people have more sight of the stages within the statutory processes of EHCNAs and Annual Reviews.
- A SEND Youth Participation Strategy group has also been convened involving young people and a Young Persons conference and Survey are being planned for July 2022 to inform this.
- After July 2022, we will be working to embed co-production across the Local Area.

Parent Carer Survey May 2022 – Key Findings (1)

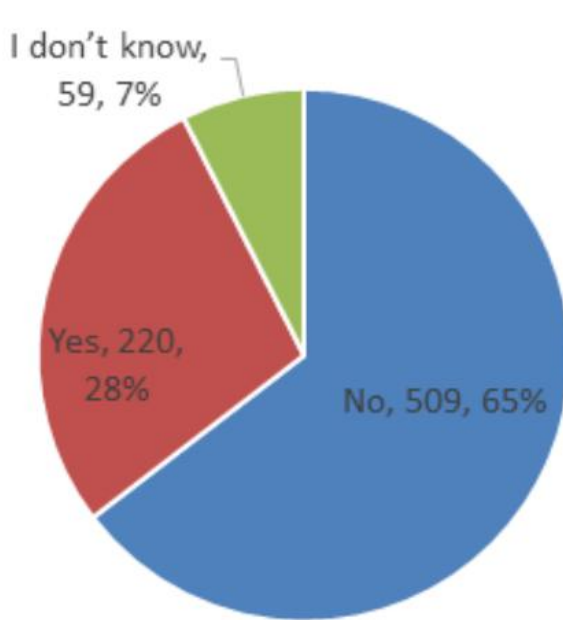


**Overall satisfaction with SEND Services
(all responses)**

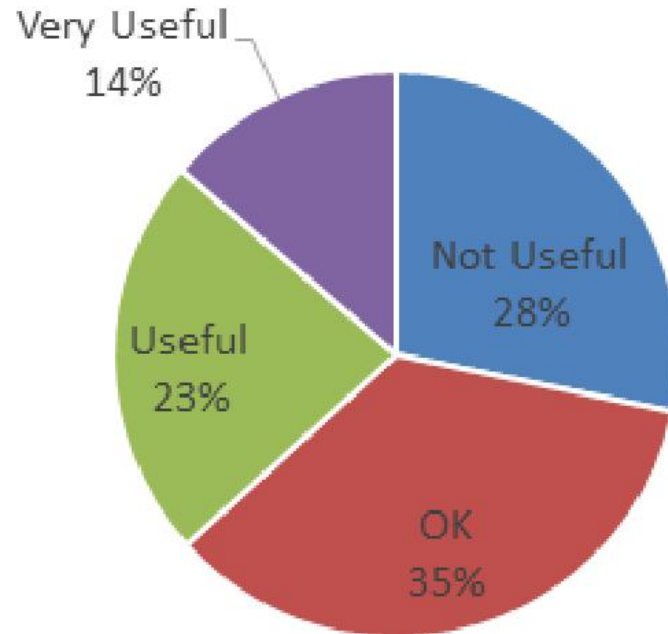


**Overall satisfaction with SEND
Services (multiple services being used
in 2022)**

Parent Carer Survey May 2022 – Key Findings (2)



Have you used the Birmingham SEND Local Offer Website in 2022
(www.localofferbirmingham.co.uk)



How useful has the website been for you in 2022?

Objective 4 – Pathways - Academic Progress

DLP Headlines

- Many Secondary and Primary Projects have evidence of good impact on pupils outcomes e.g. Improvement in attendance, reading ages, reduction in part time tables etc across their locality/partnership of schools
- Secondary DLP Fair Access Project has strong evidence of pupils off-roll returning back to school quickly
- Post-16 Project reporting reduction in year 12 NEET
- High Headteacher engagement and Schools working together to improve provision and develop capacity in their localities
- Consortia & network infrastructure strengthened due to collaborative working
- Additional resources in schools drawing on a range of partners programmes and provision and strong dialogue and discourse around SEND between headteachers and stakeholders
- High interest and energy from schools in many consortia and networks including School led Newsletters, communications and sharing of practice around SEND

Objective 4 – Pathways – Attendance and Exclusions

- We are developing an Inclusion Strategy, with a view to having a final draft version by the end of November 2022, in parallel with the CYP Plan and SEND strategy timeframes.
 - Scope: To set out the partnership's approach to inclusion of all children, to be educated and supported in the appropriate learning environment.
 - The Inclusion Strategy will be co-produced as a partnership piece of work
 - Take into account the recent SEND and AP green paper.
 - Link with the overall vision for Children and Young People's Plan.
 - Development of an Inclusion Strategy to have clear linkages across other strategies including SEND Strategy; focussing on independence supporting the inclusion agenda.
- Review children out of school process for CYPs with EHCPs
 - We are currently establishing a review, defining the cohort, looking at current processes to develop a proposal for improvement by the end of October 2022, ready for implementation by the end of March 2023.
 - Taking into account the new guidance: Working Together to Improve School Attendance.

Summary

We have:

- Put in the required foundations to ensure that sustainable change is in place which will support Birmingham children to thrive
- Built relationships to underpin ongoing improvement

Yet, there is limited impact on the outcomes for children and young people, but as the APP progresses the impact on the outcomes will become more obvious.

We have a lot more to do, but have the right commitment, strategic leadership and delivery plans in place to ensure the steady incremental change needed to deliver a sustainable system that continuously improves.



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Annex A: Accelerated Progress Plan for an Area following the judgement by Ofsted/CQC that sufficient progress had not been made against the weaknesses outlined by the Inspection

Name of the Local Area	Birmingham
Date of Inspection	24-27 May 2021
Date of Publication of the Revisit report	14 July 2021
Accountable Officers from the LA and CCG	Director of Children and Families and Chief Nurse
DfE and NHSE Advisers	Pat Tate and Deborah Ward

Governance and Accountability

Please describe here the governance and accountability structures and processes that will be supporting your next phase of improvement. Please make clear which are information/reporting lines and where the challenge accountability sits within both the Local Authority and the CCG

Governance and accountability structures and processes

As response to the Statutory Direction, the Local Area has identified 4 Objectives for children and young people (CYP) with SEND in Birmingham. These Objectives cover the 12 areas of significant weakness (as seen in the table below) and have been developed in partnership with professionals, parents/carers, young people, education settings and the voluntary and community sector. Workplans are aligned to be able to meet those objectives, and to measure the progress against achieving the desired benefits. Due to challenges to recruit and deploy resources for the programme, these objectives are at different stages of maturity (Objectives 2 and 3 are more developed and in delivery phase, whereas Objectives 1 and 4 are at the more initial stages of scoping and implementation). This accounts for some milestones having to be moved. The programme of work is now fully staffed, which also ensured that by reviewing the APP there is a more confident understanding on how long it would take to bring about the necessary changes. The diagram below describes the cycle of the APP, and where we currently are:

Phase One: Set Up
July 2021 to March 2022

- Cabinet Paper sign off and agree funding
- Recruit to key programme roles
- Sign off APP
- Improvement Board set up, SROs in place

**SEND Improvement
Programme Lifecycle**

Phase Two: Deliver
October 2021 to July 2023

- All workstreams initiated and work commenced
- Dashboards initiated
- Key deliverables completed
- Service performance improvement
- Impact measurement

Phase Three: Embed
June 2022 to December 2023

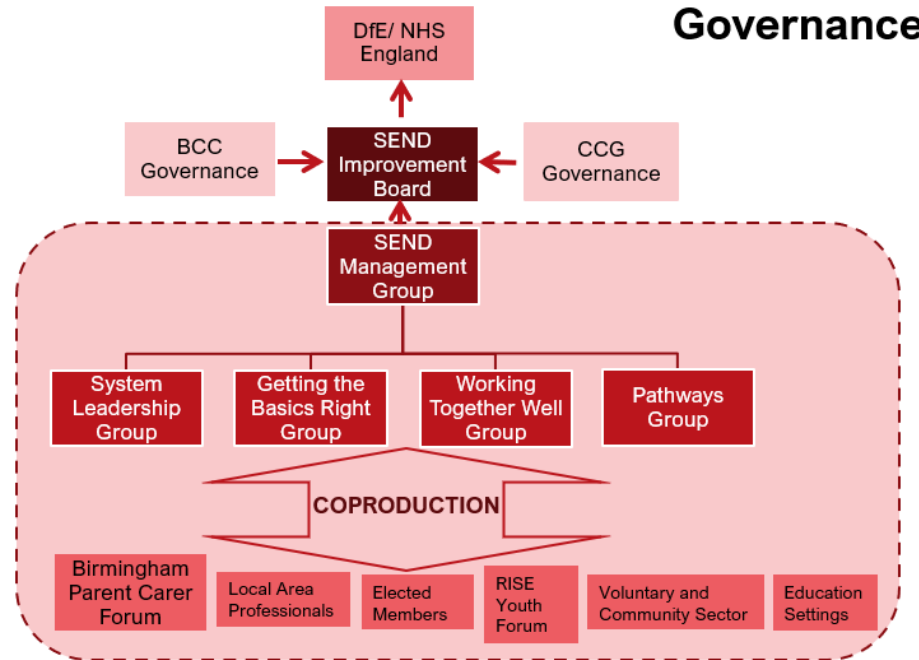
- New AD SEND recruited and in post
- Permanent staff or FTC staff recruited to key roles e.g. Programme Manager
- Co-production embedded
- New AD SEND Transformation in post
- Workstream 3 closed down and embedded

The APP was produced based on feedback from Young People, Parents/Carers, education settings and the voluntary and community sector. This feedback can be seen in Annex C of the APP.

Each Objective has its own sponsor (Senior Responsible Officer -SRO), project manager, project plans and benefits to be realised. These benefits have appropriate targets and intervals through which they will be monitored and reported widely and transparently. Once the APP is published, a dashboard will be published every 6 months on the Local Offer to show where the Local Area is in terms of its progress to achieve those outcomes.

The SEND Improvement Programme (SIP) is governed through the SEND Improvement Board chaired by the DfE appointed commissioner. The SEND Improvement Board meets every 4 weeks and highlight reports are produced for each of the outcomes agreed. The Board has representation from the Local Authority, the Clinical Commissioning Group and NHS Provider, Birmingham Children's Trust, education settings representatives, Birmingham Parent Carer Forum, the Leader of the Council, the Cabinet Member (Vulnerable Children and Families) and other elected members.

The governance structure can be seen below:



The objectives described in the governance structure above require co-production across the partnership (this sits at the forefront of the programme, illustrated as the light red shading that encapsulates the working groups, based on coproduction with families, education settings, local area professionals, elected members and the voluntary and community sector). In the interim the Local Area has grouped the work required to make significant improvement in the 12 areas of areas of weakness into four themes (see below):

Theme/ Objectives	Area of Significant Weakness	Key Measures of Success/ KPIs
System Leadership	<ul style="list-style-type: none"> The initial inspection found that there was a lack of an overarching approach or joined-up strategy for improving provision and outcomes for children and young people with special educational needs and/or disabilities (SEND) 	<ul style="list-style-type: none"> % of professionals in the partnership that understand the vision % of pupils with EHCP educated in mainstream environment % EHCNA advice received within 6 weeks Attendance monitoring at mandatory SEND training Satisfaction rates Local Offer Website through a dedicated survey Local Offer Website Traffic monitoring

	<ul style="list-style-type: none"> The initial inspection found that inter-agency working was ineffective The initial inspection found that Birmingham had not ensured that the published local offer was a useful means of communicating with parents and it was difficult to locate 	
Getting the basics right – identifying and assessing need	<ul style="list-style-type: none"> The initial inspection found that the coordination of assessments of children and young people's needs between agencies was poor The initial inspection found that the quality of EHC plans was variable The initial inspection found that waiting times were too long and children and young people were not seen quickly enough by therapists or professionals in CDCs 	<ul style="list-style-type: none"> %EHCPs issued within 20 weeks Family Satisfaction with the EHCNA process SENCO Satisfaction with the EHCNA process % Annual Reviews actioned within 4 weeks of the meeting % of EHCPs rated good and outstanding % of CYP who complete their secondary phase transfer by the 15th of February. % of post 16 young people who complete transfer documentation by 31st March. % of EHCPs NEET Number of children waiting specialist placements Statistics about waiting times (therapies and neuro-developmental pathway)
Working Together Well	<ul style="list-style-type: none"> The initial inspection found that co-production was not embedded in the local area The initial inspection found that parental engagement was weak The initial inspection found that there was a great deal of parental dissatisfaction 	<ul style="list-style-type: none"> % of parental surveys returned % of parental satisfaction measured through the parental surveys % of education settings responding positive to surveys % of partner organisations responding positive to surveys Number of Mediations and % with positive outcome Number of appeals lodged at SENDIST Number of Complaints % of Complaints that were satisfactorily dealt with
Pathways – meeting need and improving outcomes	<ul style="list-style-type: none"> The initial inspection found that pupils with SEND make weak academic progress when compared with all pupils nationally. The initial inspection found that pupils with SEND attend less often and are excluded more frequently than other pupils in Birmingham and all pupils nationally 	<ul style="list-style-type: none"> Attainment and Progress data EHCPs Attainment and Progress data SEN Support Attendance for SEN Support and EHCPs % of the Unknowns in the NEET category % of Special Schools rated Good or Outstanding % of Mainstream Schools rated Good or Outstanding % of Early Years rated Good or Outstanding % of CYP with EHCPs that attend settings rated Good or Outstanding

	<ul style="list-style-type: none"> The initial inspection found that not enough young people with SEND are entering employment or supported employment and the proportion of adults with learning disabilities in paid employment is below the national average 	<ul style="list-style-type: none"> % of Take up of 2 Year Old Offer % of permanent exclusions and fixed term exclusions for EHCPs % of permanent exclusions and fixed term exclusions for SEN Support % young people with LD in paid employment or apprenticeships 	
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The focus of this plan is each area of weakness from the original inspection where, in the revisit, Ofsted/CQC have judged that sufficient progress has not been made. For each weakness, you should identify:

- the actions you are taking to achieve improvement*
- how you will measure success/impact of the actions*
- the milestones you will need in order to achieve your targeted improvement (which can be found in the scorecard section).*

RAG Rating Key

Red		Delayed
Amber		Actions On track
Green		Action Completed
Blue		Change Embedded and gathering impact evidence

SIP Objective and areas of weakness identified in the original inspection				
System Leadership (SEND Strategy, Inter-agency Working, Local Offer)				
Actions designed to lead to improvement				
ID	Action	Responsible officers	By When	Action RAG
ASL1	Implement a new the SEND Strategy <ul style="list-style-type: none"> - Scope content - Coproduce desired outcomes - Agree sufficiency plan 	AD SEND, Inclusion and Wellbeing	30 May 2022 31 Aug 2022 31 Jul 2022	

	<ul style="list-style-type: none"> - Agree draft format and content of the strategy - Launch Draft SEND Strategy 		30 Sep 2022 30 Nov 2022	
ASL2	<p>Develop and Implement a Joint Working Protocol (JWP) with Standard Operating Procedures (SOPs) across the partnership, to ensure that clarity of roles and procedures is embedded</p> <ul style="list-style-type: none"> - Vision and commitment agreed with local leadership - Draft JWP completed and agreed (without all SOPs ready) - Standard Operating Procedures developed - Joint Working Protocol signed - Practices and procedures are improved within the teams working in Birmingham. These result in sustained and embedded positive behaviour change for the relationships with families, between organisations and the outcomes we want to see. 	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	30 Apr 2022 (Complete) 30 April 2022 (Complete) 31 Aug 2022 31 Aug 2022 31 Dec 2022	
ASL3	<p>Develop and Implement a Learning and Development Strategy across the partnership</p> <ul style="list-style-type: none"> - Understand the need for learning and development (Knowledge/Learning Needs Analysis) - Develop Learning and Development Strategy - Procure Learning Modules/ Platform (if appropriate) - Implement and evaluate the Learning and Development Strategy 	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice/ HR&OD Departments	30 Sep 2022 24 Dec 2022 24 Dec 2022 31 Mar 2023	
ASL4	<p>Develop a Workforce Strategy to ensure staff sufficiency across the partnership (Education, Health and Social Care)</p> <ul style="list-style-type: none"> - Workforce Gap Analysis - Develop Workforce Strategy - Recruitment and CPD plan in place - Measure families' satisfaction with workforce 	Director of Education and Skills/ Chief Nurse	30 Sep 2022 24 Dec 2022 24 Dec 2022 30 Jun 2022	

	- Evaluate effectiveness of recruitment methods		24 Dec 2022	
ASL5	<p>Improve the Local Offer Website:</p> <ul style="list-style-type: none"> - SEND Local Offer Website known to and accessible for all - Content of the local offer is comprehensive and meets needs of those we support (developed through coproduction) - Navigation of SEND Local Offer is easy - SEND Local Offer Website is easy for stakeholders to maintain up-to-date information regarding the opportunities they provide - Maintain the SEND Local Offer to ensure it remains compliant with necessary standards when changes are needed. 	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality	<p>21 Jul 2022</p> <p>31 Dec 2022</p> <p>31 Dec 2022 31 Mar 2023</p> <p>31 Mar 2023</p>	
ASL6	<p>Review of Data Management and Introduction of New Data Management and Performance Policy</p> <ul style="list-style-type: none"> - Task and Finish Think Tank to review and ensure alignment between systems wherever possible - Ensure NEXUS is aligned and data performance policy has standard operating procedures - New data management policy - New data and performance policy - Publish policies 	Transformation Director, Education and Skills	<p>30 May 2022 31 Aug 2022</p> <p>30 Sep 2022 31 Mar 2023 31 Mar 2023</p>	
Impact measures and justification narrative				
ID	KPI reference	Justification narrative		
SL1	% of professionals in the partnership that understand the vision	Through performing 6 monthly professionals survey, it will be ascertained if the vision is understood.		
SL2	% of pupils with EHCP educated in mainstream environment	Through tracking the % of pupils with EHCPs educated in mainstream environment, it will be ascertained whether inter-agency working is successful at supporting settings to meet needs better.		
SL3	% EHCNA professional advice received within 6 weeks	Through tracking (on 12 months average basis) the statutory 6 weeks compliance with professionals contributing to the		

		EHCNA, it will be ascertained whether inter-agency working is successful to identify and assess needs.
SL4	Attendance monitoring at mandatory SEND training	Through tracking attendance, it will be ensured that the partnership engages with professional development around the Code of Practice 2015 and the CFA 2014.
SL5	Satisfaction rates Local Offer Website through a dedicated survey	Through surveys aimed at parent/carers, young people and professionals, it will be ascertained if the information on the Local Offer website is relevant and useful.
SL6	Local Offer Website Traffic monitoring	Through tracking the traffic of the Local Offer website, it will be ascertained how often the website is accessed and its popularity.

SIP Objective and areas of weakness identified in the original inspection



Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times)

Actions designed to lead to improvement

ID	Action	Responsible officers	By When	Action RAG
AGBR1	<p>Improve EHCNA process with a view of increasing coproduction at an individual level by looking at:</p> <ul style="list-style-type: none"> - Review EHCP template - Review Process for seeking advice - Coproducing the 20 week process - Coproducing the templates and letters - Training plan for all staff - Co-produce reference documentation for service officers 	AD SEND, Inclusion and Wellbeing	<p>30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>31 May 2022 31 May 2022 30 Apr 2022 (Complete)</p>	

	<ul style="list-style-type: none"> - Review team structure - Review and evaluate the new process 		30 Apr 2022 (Complete) 31 Jul 2022	
AGBR2	<p>Improve Annual Review process with a view of increasing coproduction at an individual level:</p> <ul style="list-style-type: none"> - Coproduce the general annual review process - Coproduce the phase transfer processes - Review all associated documentation - Training plan for all staff - Co-produce reference documentation for service officers - Review team structure - Review and evaluate the new process 	AD SEND, Inclusion and Wellbeing	30 Jun 2022 30 Jun 2022 30 Jun 2022 31 May 2022 31 May 2022 30 Apr 2022 (Complete) 31 Jul 2022	
AGBR3	<p>Upgrade SENAR Case Management System</p> <ul style="list-style-type: none"> - IT and directorate roles and responsibilities agreed - Internal review of system and capability - Decision to proceed or hold based on green paper - Progress implementation with CACI - Communication with partners - Communicate use of Parent Portal - Deliver training to staff and partners 	AD SEND, Inclusion and Wellbeing	30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 31 May 2022 31 Aug 2022 31 Aug 2022 31 Aug 2022	
AGBR4	Agree a permanent structure with funding understood and growth budget allocated (sustainable) SENAR service capable of delivering good outcomes for CYP with SEND,	AD SEND, Inclusion and Wellbeing		

	<p>in accordance to the CFA14 and COP15.</p> <ul style="list-style-type: none"> - Review best practice - Proposed structure with colleagues and DfE support officer - Proposed permanent structure - Review proposed structure against proposed directorate structure - Review financial implications for inclusion in Growth bid in September 2022 - Communication strategy and ensure S188 colleagues are engaged - Detailed action to follow from Growth Bid. - Funding Secured through the Growth Bid. 		<p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>30 Jun 2022</p> <p>30 Jun 2022</p> <p>31 Aug 2022</p> <p>30 Sep 2022</p>	
AGBR5	<p>Agree a Quality Assurance (QA) Framework by building on the existing QA activity. The purpose of the framework is to establish what good looks like and to ensure that is embedded across the partnership.</p> <ul style="list-style-type: none"> - Finalise QA framework based on Partner feedback - Communicate QA framework - Publish QA framework on Local Offer - Training on QA framework to all service officers - Review of QA tool – Invision - Robust Audit on outcomes and timescales - Review Health QA criteria for EHCP - Integrate Health QA criteria into EHCP QA Framework - Establish regular programme of QA audits 	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	<p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>31 May 2022</p> <p>30 June 2022</p>	
AGBR6	<p>Develop recovery trajectory planning to support the robust management of waiting lists (for all therapy services)</p> <p>Implement all therapy and Neurodevelopment recovery trajectories.</p> <p>Conclude and refine capacity and demand work to further inform future provision and ongoing trajectory planning.</p>	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	<p>31 Mar 2023</p> <p>31 Mar 2023</p>	

AGBR7	<p>Continue to improve the process for monitoring and managing waiting lists</p> <p>Utilisation of the new clinical priority model (for clinics) to support the ongoing recovery plan</p> <p>Utilisation of productivity tool to enable effective monitoring of waiting lists</p> <p>Update trajectory planning to reflect expected waiting list reductions over a specified timeframe</p> <p>Monthly reporting to monitor progress and update system colleagues</p> <p>Monitor waiting lists via contract review meetings</p> <p>Improve communication channels with families re: waiting list updates (via Birmingham SEND newsletter)</p> <p>Sharing best practice and models where trajectories have been met e.g. OT</p> <p>Utilise engagement opportunities via forums e.g. Health Parent Carer Forum, SLCN governance to gain qualitative feedback</p> <p>Provide support to CYP, parents carers and professionals while CYP are on the waiting list e.g. advice lines, accessible resources online, videos</p>	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	<p>Implemented</p> <p>Implemented</p> <p>31 Mar 2023</p> <p>Implemented</p> <p>Implemented</p> <p>31 Mar 2023</p> <p>Implemented</p> <p>31 Mar 2023</p> <p>Implemented</p>	
AGBR8	<p>Speech, Language and Communication Needs (SLCN) Phased transformation commencing Sept 2021 – March 2024</p> <p>SLCN governance, strategy group and SLCN design group monitor project plan and progress</p> <p>Embed a system wide approach to SLCN - transformation to the Balanced System</p> <p>Embed collaborative working and establish joint ownership across the CYP system to support the transformation to the Balanced System</p> <p>Implementation of an integrated approach to continuous monitoring of wait times during the transition period.</p>	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)/ AD SEND, Inclusion and Wellbeing	<p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p>	

	<p>Co-production of the balanced system model with children, young people and families (representatives are included within the SLCN governance)</p> <p>Utilise feedback gained from engagement to inform the development of the Balanced System model</p> <p>Utilise mapping and intelligence to identify system gaps, duplications and areas for development</p> <p>Co-development of SLCN outcomes and measures of success</p> <p>Continue to monitor the current SLT trajectory planning through the transition to the Balanced System</p>		<p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>Mapping Completed 31 Mar 2024</p> <p>31 Mar 2024</p>	
AGBR9	<p>Joint Commissioning arrangement for SLCN</p> <p>Continue to monitor impact and evaluation of current formalised arrangement between BSol CCG and Birmingham City Council (Speech and Language).</p> <p>Identify new opportunities for joint commissioning across the system</p>	Director of Joint Commissioning (CCG) / AD SEND, Inclusion and Wellbeing	Complete, it is now in monitoring and implementation phase (this links with AGBR6 and AGBR8)	
AGBR10	<p>Increase capacity to support autism assessments (over 7year olds)</p> <p>Commission additional capacity from Healios (phase 5) for autism assessments – Commenced Jan 2022 Healios will be able to see a further 330 children.</p> <p>Commence the Phase 6 assessments commissioned (Healios will be able to see a further 330 children)</p> <p>Implementation of a recruitment strategy to support the roll out of recruitment programme</p> <p>Active recruitment to support capacity within the team demand</p> <p>Remodel the current pathway</p> <p>Deliver trajectory</p> <p>Development of a comms plan to support co-production and engagement with service users particularly with the</p>	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	<p>31 Jan 2022</p> <p>30 Apr 2022</p> <p>31 Mar 2023</p> <p>31 Mar 2023</p> <p>31 Mar 2023</p> <p>31 May 2022</p> <p>31 Mar 2023</p>	

	<p>pathway remodelling</p> <p>Ensure ongoing co-production and qualitative feedback is sought. Explore subcontract arrangements with a proposal to ICS in June.</p>		31 May 2022	
AGBR11	<p>Improve the ASD assessment process and wait times to ensure children under 7yrs old are assessed in a timely manner</p> <p>Development and implementation of a new timetable for under 7-year-old waits (ASD assessments).</p> <p>Monitor effectiveness and gain feedback on the new QBTest tool</p> <p>Commission Clinical pathways initially for a pilot to see 100 children face to face. This commenced in Feb 2022 and will focus on the 5-6 cohort</p>	<p>Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>30 Sep 2022 (linked to 0-16 pathway below)</p> <p>30 Sep 2022</p> <p>28 Feb 2022</p>	
AGBR12	<p><u>Improve timeliness of ADHD assessments</u></p> <p>Monitor the implementation of a new tool to support ADHD assessments including the identification of ADHD</p> <p>Upskilling of staff (CDC and ND staff) to support utilisation of the tool in order to speed up the assessment process for ADHD and reduce waiting lists.</p> <p>Regularly monitor waiting lists and report on progress within the current governance structure e.g. joint therapies meeting, contract review meetings.</p> <p>Development of a comms plan to support co-production and engagement with service users particularly with the pathway remodelling</p> <p>Evaluate the effectiveness of the new tool in supporting the timeliness of assessment and service user experience (consider pre and post assessment)</p> <p>Gain qualitative feedback and utilise the feedback to support further service improvements and the evaluation</p>	<p>Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>New process commenced Oct 2020 and continues to be monitored through the agreed governance structure.</p>	

	process			
AGBR13	<p>Development of a 0-16year old ND pathway - including recruitment strategy in line with national staff shortage issues e.g., clinical psychology and working on an exit plan for Healios.</p> <p>There are 2 elements to address the waiting times:</p> <ul style="list-style-type: none"> - A steady state to ensure we have the capacity to meet new demand. - A Backlog Plan to see the children already on the waiting list. Considerable work is now supporting the digitalisation of the pathway and mobilisation of the single point of access, e-referral and booking process that will commence in April 22. 	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	March 2023	
Impact measures and justification narrative				
ID	KPI reference	Justification narrative		
GBR1	%EHCPs issued within 20 weeks	Through tracking (on a 12 months average) the compliance with the statutory 20 weeks EHCNA process, it will be ascertained if the coordination of assessment is efficient and appropriate.		
GBR2	% Annual Reviews actioned within 4 weeks of the meeting	Through tracking the compliance with the annual reviews process, it will be ascertained if the coordination of the annual review is efficient and appropriate.		
GBR3	% of EHCPs rated good and outstanding	Through EHCP audits, it will be ascertained if the quality of the EHCPs is good, so that they can meet the needs in the plan and achieve the objectives within it for the child/ young person.		
GBR4	Young People and Parents/Carers Satisfaction with the EHCNA and Annual Review process	Through tracking the satisfaction with the statutory 20 weeks EHCNA process, it will be ascertained if the coordination of assessment is a good experience for families.		
GBR5	SENCO Satisfaction with the EHCNA and Annual Review process	Through tracking the satisfaction with the statutory 20 weeks		

		EHCNA process, it will be ascertained if the coordination of assessment is a good experience for education settings.
GBR6	% of CYP who complete their secondary phase transfer by the 15 th of February	Through tracking the compliance with phase transfer process, it will be ascertained if the coordination of the process is efficient and appropriate.
GBR7	% of post 16 young people who complete transfer documentation by 31st March.	
GBR8	% of EHCPs NEET	Through tracking the level of NEETs for children and young people with EHCPs, it will be ascertained if the partnership is correctly assessing need, so that the right placements are made, and appropriate support put in place.
GBR8.1	Number of children waiting for specialist placement	Providing a targeted approach to specialist placements through the creation of a specialist team in the service and moving those CYP who are not in a secure placement into a single team will support us to be able to increase the capacity of the service to process annual reviews and be able to work strategically with the cohort of children and young people in relation to understanding need and securing placements.
GBR9	Average wait for OT	Through tracking the average and longest waiting times for therapies (Speech and Language, Occupational and Physio) and the neuro-developmental pathway, it will be ascertained if children and young people with SEND receive timely service, to support with achieving their objectives, as stated in their EHCPs.
GBR10	Average wait for SLT	
GBR11	Average wait for PT	
GBR12	Average wait for ND	
GBR13	Longest wait for OT	
GBR14	Longest wait for SLT	
GBR15	Longest wait for PT	
GBR16	Longest wait for ND	There will be the opportunity within current governance to focus on the impact and outcomes for children, young people and families. The triangulation of evidence will support this by utilising qualitative methods for example, case studies or feedback gained that clearly demonstrates the difference the support has made to children, young people and families lives. This will be explored further once the focused work on waiting lists has progressed further.

SIP Objective and areas of weakness identified in the original inspection				
Working Together Well (coproduction, parental engagement, parental satisfaction)				
Actions designed to lead to improvement				
ID	Action	Responsible officers	By When	Action RAG
AWTW1	Design a co-production and engagement framework and plan to ensure that the Young Person's Voice and the Parent/Carer Voice is at the heart of strategic planning and operational delivery. <ul style="list-style-type: none"> - Co-Produce First Draft - Final Draft with design - SIB Sign Off (then signatures obtained) - Sign off at Partner Boards and Publication 	Coproduction Officer	30 Apr 2022 (Completed) 30 May 2022 30 Jun 2022 31 Jul 2022	
AWTW2	Embed Voluntary Sector representation in Working Together Well Governance and Co-Production activity at strategic and operational levels.	Director of Education and Skills	31 Mar 2022 (Complete)	
AWTW3	Design and implement a communications strategy and Plan to ensure that effective communication is at the heart of everything we do <ul style="list-style-type: none"> - First Draft - Final Draft with design - SIB Sign Off - Publication online and in different formats 	Comms from BCC, CCG and BCT	30 Apr 2022 (Complete) 31 May 2022 30 Jun 2022 31 Jul 2022	
AWTW4	Launch Parent Portal as part of the SENAR Case management System Upgrade, to ensure that families have an easier access of the EHCNA process. This will give parents/carers direct access into the statutory process and communications. This promotes real time updating and interaction. Parents/carers and other professionals will also be able to view and update the plan in real	Transformation Director, Education and Skills	31 October 2022	

	time.			
AWTW5	Design and develop a SEND partnership agreement in collaboration with all stakeholders (part of AWTW1 – Co-Production Framework) <ul style="list-style-type: none"> - -Final Draft - -SIB Sign Off (then signatures obtained) 	Coproduction Officer	30 May 2022 31 Jul 2022	
AWTW6	Review the role of SENDIASS <ul style="list-style-type: none"> - Scope the Review - Conclude the review 	Director of Education and Skills	30 Mar 2022 (Complete) 30 Jun 2022	
Impact measures and justification narrative				
ID	KPI reference	Justification narrative		
WTW1	Number of parental surveys returned	Through tracking the % of responders to surveys, the quality of engagement will be ascertained. This survey will be co-produced with families to ascertain what they would look at, frequency and medium of use.		
WTW2	% of parental satisfaction measured through the parental surveys	Through tracking satisfaction from parental surveys, the parental satisfaction will be ascertained.		
WTW3	% of education settings responding positive to surveys	Through tracking satisfaction with how professionals support each other, the satisfaction with the SEND system in Birmingham will be ascertained.		
WTW4	% of partner organisations responding positive to surveys			
WTW5	Number of Mediations and % with positive outcome			
WTW6	Number of appeals lodged at SENDIST	Through tracking the number of mediations, appeals and complaints lodged/raised, the quality of engagement, co-production (at a family unit level) and satisfaction with the SEND system in Birmingham will be ascertained.		
WTW7	Number of Complaints			
WTW8	% of Complaints that were satisfactorily dealt with	Through tracking the % of complaints that were satisfactorily dealt with, it will be ascertained whether professionals work with families in a co-productive way to find solutions.		

SIP Objective and areas of weakness identified in the original inspection

Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)

Actions designed to lead to improvement

ID	Action	Responsible officers	By When	Action RAG
AP1	Develop an Inclusion Strategy <ul style="list-style-type: none"> - Agree content and scope - Co-produce Desired Outcomes - Events with education settings - Agree Draft Content - Consultation events - Draft Strategy for Partnership Approval (in line with SEND strategy development) 	AD SEND, Inclusion and Wellbeing	31 Jul 2022 31 Aug 2022 31 Jul 2022 30 Sep 2022 30 Oct 2022 31 Nov 2022	
AP2	Deliver the Developing Local Provision project <ul style="list-style-type: none"> - Consortia and Network projects to complete Spring Term 2022 Reports, evidencing project impact and progress - BEP Consortia Partners to produce evaluation reports for all consortias detailing effectiveness of implemented projects - Mainstream mid-project review and evaluation of implementation, impact and progress shared with stakeholders - Consortia and Network projects to complete Summer 22 Term Reports, evidencing project impact and progress - Consortia and Network projects to complete Autumn 23 Term Reports, evidencing project impact and progress Improving Progress & Outcomes <ul style="list-style-type: none"> - LA SEND services to present draft proposal for work to improve outcomes <ul style="list-style-type: none"> - Data collection tool pilot with some Mainstream Primary, 	AD SEND, Inclusion and Wellbeing	29 April 2022 (Complete) 13 May 2022 29 July 2022 16 Sept 22 16 Jan 23 28 April 22 (Complete) 02 May 22	

	Mainstream Secondary and Special Schools <ul style="list-style-type: none"> - Full roll out of city-wide Progress data collection - Analyse and review data received from all schools and present comparative data 		11 July 22 05 Sept 22	
AP3	Review the Children Out of School Process for CYPs with EHCPs <ul style="list-style-type: none"> - Define and agree scope for 'out of school processes' - Review of current Processes - Proposal for Improvement - Implementation 	AD SEND, Inclusion and Wellbeing	31 May 2022 31 Jul 2022 30 Oct 2022 31 Mar 2023	
AP4	Review the allocation of the HNB with the support of CIPFA to ensure that funding is appropriately used to enable greater support for children and young people with SEND CIPFA Report has been received HNB for 2022/23 has been set (Schools Forum10.3.22)	AD SEND, Inclusion and Wellbeing	30 Mar 2023	
AP5	14-19 Review of Employment Pathways for YP with SEND <ul style="list-style-type: none"> - Define and agree scope - Review of current Processes - Proposal for Improvement - Implementation 	AD Employment and Skills	31 May 2022 30 Sep 2022 31 Dec 2022 31 Mar 2023	
AP6	Review of Internal Processes to ensure that CYPs pathways are correctly tracked <ul style="list-style-type: none"> - Define and agree scope - Review of current Processes - Proposal for Improvement - Implementation 	Director of Education and Skills/ Chief Nurse/ Director of Commissioning and Corporate Parenting	31 May 2022 30 Sep 2022 31 Dec 2022 31 Mar 2023	
Impact measures and justification narrative				
ID	KPI reference	Justification narrative		
P1	Attainment and Progress data EHCPs	Through tracking progress and attainment data for children and young people with SEND, it will be ascertained how well Birmingham improves outcomes for this cohort.		
P2	Attainment and Progress data SEN Support			
P3, 4	Attendance for SEN Support and EHCPs	Through tracking the levels of attendance for children and young people with SEND, it will be ascertained how well Birmingham		

		supports the cohort to remain in education and offers an inclusive environment.
P5	% of the Unknowns in the NEET category	Through tracking the levels of unknowns in the NEET category, it will be ascertained how well the partnership is doing at pathways tracking.
P6	% of Special Schools rated Good or Outstanding	Through tracking the Ofsted rating of education settings and the 2 Year Old Offer, and the prevalence of EHCPs in those settings, it will be ascertained how well Birmingham offers an inclusive environment and best chances for the cohort to succeed. The SEND references in education settings Ofsted reports will also be used as case studies.
P7	% of Mainstream Schools rated Good or Outstanding	
P8	% of Early Years rated Good or Outstanding	
P9	% of CYP with EHCPs that attend settings rated Good or Outstanding	
P10	% of Take up of 2 Year Old Offer	
P11,12	% of permanent exclusions and fixed term exclusions for EHCPs	Through tracking the levels of exclusion for children and young people with SEND, it will be ascertained how well Birmingham supports the cohort to remain in education and offers an inclusive environment.
P13,14	% of permanent exclusions and fixed term exclusions for SEN Support	
P15	% young people with LD in paid employment or apprenticeships	Through tracking the % of young people with learning disabilities in paid employment or apprenticeships, it will be ascertained how well Birmingham prepares young people with LD for adulthood.

If you have a council wide risk register format you can insert that here, otherwise please use this one. At this stage it is critical both for yourself, DfE, NHS England and DHSC that you identify early any risks and can demonstrate appropriate and decisive action. The progress of your Plan will be evaluated with you initially at 6 months to determine any further action which may be required.

Risk Register

Date	Risk	Severity/Impact	Mitigation	Progress following action
28/09/2021	Lack of resources to implement the desired outcomes	Low	A paper for transformation resources is being put through Cabinet in October 2021.	Cabinet has approved the required budget for transformation. Posts have been agreed in consultation with the Cabinet Member for Finance and the Cabinet Member for Vulnerable children. The programme is now

				fully staffed.
28/09/2021	Failure to recruit sufficient experienced workforce	High	A workforce strategy will be developed, looking at how best to recruit, keep and grow our own staff in key posts.	Over 50 additional posts have been recruited into the SENAR team since September 2021 on a temporary basis to meet increased demand and improve working practices. Work is underway under AGBR4 to build a sustainable permanent structure.
28/09/2021	Lack of robust data for baselining and monitoring impact	High	A Performance Officer is being recruited, to work with the partnership to build the SEND Improvement Dashboard	The Performance Officer has been recruited and work on establishing baselines has started.
29/09/2021	Lack of recent national and local data on Attainment and Progress	Medium	We will work with Education settings to set up a local process through which we can monitor Attainment and Progress for those children and young people with SEND	Through Objective 4, we are working with education settings and Mime in order to produce a local data base for progress and attainment, which will enable comparison by school, cluster, ward authority, etc.
28/09/2021	Lack of co-production and engagement	Medium	We have a appointed a Coproduction Officer, who will help the Local Area partnership with engaging and coproducing across the local area	Work has started on mapping existing coproduction in Birmingham, which will help in shaping and developing the Coproduction Framework. The first draft of the report and recommendations will be ready for July SEND Improvement Board.
10/11/2021	Lack of placement sufficiency for children and young people with EHC Plans	Low	As part of the programme, there will be a focus on building a sufficiency plan for the City, so that the appropriate quantity of placements is made available.	A dedicated officer has been deployed to put together a sufficiency plan for the immediate and medium term placement requirements across the range of needs and locations in Birmingham.

Score card

This is the summary of all the ways you are going to measure the overall effectiveness of your plan. For example, if measuring the impact of the improvement of the quality of EHCPs, you may look at the improvement in attendance, exclusions and outcome measures for CYP with EHC plans.

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
SL1	% of professionals in the partnership that understand the vision	Requires baseline								
SL2	% of pupils with EHCP educated in mainstream environment (based on SEN2)	26%	28%	28%	30%	30%	35%		40%	
SL3	% EHCNA professional advice received within 6 weeks	Requires baseline								
SL4	Satisfaction rates Local Offer Website through a dedicated survey	Requires baseline								
SL6	Local Offer Website Traffic	15252 views/	>16000 views/	30777 views/	>16000 views/	16935 views/	>16000 views/		>16000 views/	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
	monitoring (Pageviews)	month	month	month	month	month	month		month	
SL6	Attendance monitoring at mandatory SEND training	Requires baseline								
GBR1a	%EHCPs issued within 20 weeks (12 months rolling)	53%	60%	58%	60%	63%	70%		80%	
GBR1b	2021 Finals Issued			105		148				
GBR2a	% Annual Reviews actioned within 4 weeks of the meeting	2%	20%	3.1%	20%	25%	30%		40%	
GBR2b	Number of Annual Review actioned			195		346				
GBR3	% of EHCPs rated good and outstanding	Requires baseline								
GBR4	Family Satisfaction with the EHCNA and Annual Review process	Requires baseline								
GBR5	SENCO Satisfaction with the EHCNA and Annual Review process	Requires baseline								
GBR6	% of CYP who complete their	0%	n/a	n/a	80%	98.8%	n/a	n/a	95%	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
	secondary phase transfer by the 15 th of February									
GBR7	% of post 16 young people who complete transfer documentation by 31st March.	0%	n/a	n/a	80%	99.3%	n/a	n/a	95%	
GBR8.a	% of EHCPs NEET	9%	7%	6.7%	6.5%	4.0%	5%		3.5%	
GBR8.b	Number of children waiting for specialist placement	77	n/a	143	n/a	553	n/a		n/a	
GBR9	Average wait for OT	12 weeks	Maintain 12 weeks	11 weeks	Maintain 12 weeks	9	Maintain 12 weeks		Maintain 12 weeks	
GBR10	Average wait for SLT	75 weeks	25-35 weeks	27 weeks	20-25 weeks	14	20- 25 weeks		20- 25 weeks	
GBR11	Average wait for PT	26 weeks		28 weeks		28 weeks				
GBR12.a	Average wait for ND – School Age	ASD: 31 weeks		32 weeks		31 weeks				
GBR12.b	Average wait for ND – Pre-school	ASD: 54 weeks				53 weeks				
GBR13	Longest wait for OT	54 weeks	35 weeks	31 weeks	30 weeks	32 weeks	30 weeks		30 weeks	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
GBR14	Longest wait for SLT	128 weeks	40-50 weeks	75 weeks	40-50 weeks	169 weeks	30-40 weeks		25-30 weeks	
GBR15	Longest wait for PT	82 weeks		80 weeks		99 weeks				
GBR16.a	Longest wait for ND – school age	ASD:- 138 weeks		141 weeks		133 weeks				
GBR16.b	Longest wait for ND – pre-school age	ASD:- 129 weeks				131 weeks				
WTW1.a	no of parental surveys returned	378				788				
WTW1.b	% of parental surveys returned	3.8%				7.2%				
WTW2	% of parental satisfaction measured through the parental surveys	Requires baseline				32%				
WTW3	% of education settings responding positive to surveys	Requires baseline								
WTW4	% of partner organisations responding positive to surveys	Requires baseline								

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
WTW5.a	Number of Mediations (Mediation Sessions Held)	Requires baseline		21		44				
WTW5.b	Outcome Mediation Resolved					21				
WTW6	Number of appeals lodged at SENDIST	21		26		40				
WTW7a	Number of Complaints	41		53		27				
WTW7b	Complaints Cases Closed			27		16				
WTW8a	Average Number of Days to close a Complaint	Requires baseline		23.3		11.6				
WTW8b	Complaints Number of cases closed within SLA (15WDs)	Requires baseline		5		18				
P1	Attainment and Progress data EHCPs	Requires baseline for 2020/21								
P2	Attainment and Progress data SEN Support	Requires baseline for								

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
		2020/21								
P3	Attendance for SEN Support	93.5%								
P4	Attendance for EHCPs	89.9%		76.7%						
P5	% of the Unknowns of EHCPs in the NEET category	41%	30%	30%	20%	0%	10%		5%	
P6	% of Special Schools rated Good or Outstanding	81%				77%				
P7	% of Mainstream Schools rated Good or Outstanding	71%				82%				
P8	% of Early Years rated Good or Outstanding	100%				100%				
P9	% of CYP with EHCPs that attend settings rated Good or Outstanding	Requires baseline								
P10	% of Take up of 2 Year Old Offer	Requires baseline								
P11	% of permanent exclusions for EHCPs	0.14%		0.05%	0.10%	0.03%			0.07%	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
P12	% of fixed term exclusions for EHCPs	11.32%		1.10%		1.08%				
P13	% of permanent exclusions for SEN Support	0.45%		0.04%	0.37%	0.03%			0.32%	
P14	% of fixed term exclusions for SEN Support	10.27%		1.86%		1.91%				
P15	% young people with LD in paid employment or apprenticeship (leavers destination)	27%			30%				33%	

Annex B: Supporting statement for the Accelerated Progress Plan

Please include here any significant reasons why you feel you did not make sufficient progress and how you are addressing these

Factors accounting for insufficient progress	How we are addressing these
<i>ASW1: There was a lack of an overarching approach or joined-up strategy for improving provision and outcomes for children and young people with special educational needs and/or disabilities (SEND)</i>	
Lack of consistent leadership around the SEND System.	With new permanent Leadership in BCC and the ICS (NHS), consistent vision will be provided to ensure that strategic outcomes are realised.

<i>ASW2: Inter-agency working was ineffective</i>	
Lack of inter-agency protocols and understanding of roles and responsibilities.	Through Objective 1 of the APP we are building Joint Working Protocols and Standard Operating Procedures across the partnership, in order to ensure embedded and sustainable practice.
<i>ASW3: Birmingham had not ensured that the published local offer was a useful means of communicating with parents and it was difficult to locate</i>	
At the time of the revisit the statutory requirement of the “You Said, We Did” was not available. Moreover, the look and feel of the webpage was not popular.	The statutory requirement is now in place. We are working through Objective 1 of the APP to coproduce a refreshed version of the Local Offer Website.
<i>ASW4: The coordination of assessments of children and young people’s needs between agencies was poor</i>	
Lack of staffing was the main issue for the coordination of assessments.	Through Objective 2 of the APP, we are building a sustainable service, effectively growing the team, so that it can meet demand appropriately.
<i>ASW5: The quality of EHC plans was variable</i>	
Lack of business as usual resource to ensure an adequate EHCNA and Annual Review Process and the quality of EHCPs.	Cabinet has approved the required budget for SENAR until April 2023. This will help with creating a sustainable SENAR function in Birmingham.
Governance and IT Contractual procedures have delayed the start of the delivery of the upgraded NEXUS system.	We have worked with IT to expedite the contractual processes and now have engaged with the supplier. We have negotiated a project plan with the supplier that will help to ensure that the upgraded NEXUS system is delivered with minimal delay.
<i>ASW6: Waiting times were too long and children and young people were not seen quickly enough by therapists or professionals in CDCs</i>	
Lack of staffing within the NHS combined with the added pressures of COVID19.	Health have a comprehensive programme of recovery around the waiting times, and progress can be seen currently.
<i>ASW7: Co-production was not embedded in the local area</i>	
There was no agreed understanding of coproduction across Birmingham.	Through Objective 3 of the APP, we are developing a Coproduction framework, which will sit at the forefront of practice in the City.
<i>ASW8: Parental engagement was weak</i>	
For the reasons described at ASW4, ASW5 and ASW7, parental engagement was weak.	Through Objective 3 of the APP, we are developing a Communication and Engagement Strategy, which will sit at the forefront of practice in the City.
<i>ASW9: There was a great deal of parental dissatisfaction</i>	
For the reasons described at ASW4, ASW5, ASW6, ASW7 and ASW8, there is a lack of trust and satisfaction from parents on the system.	Everything we are working on in the APP is to build that trust back with families and to improve satisfaction appropriately with the SEND system in Birmingham.

<i>ASW10: Pupils with SEND make weak academic progress when compared with all pupils nationally</i>	
There was a lack of understanding in the system on measuring academic progress across the city and developing supporting frameworks between education settings to close the gap with national averages.	Through the work in Objective 4, we are working on developing systems to better monitor and track academic process, which will then support local models of improvements in terms of academic progress.
<i>ASW11: Pupils with SEND attend less often and are excluded more frequently than other pupils in Birmingham and all pupils nationally</i>	
Due to an ineffective SEND System, some education settings would have a higher incidence of excluding children and young people with SEND.	Through the work in Objective 4, we are working on developing an Inclusion strategy, along side better systems through Objective 2, so that most education settings are well experience to adequately support children and young people with SEND.
<i>ASW12: Not enough young people with SEND are entering employment or supported employment and the proportion of adults with learning disabilities in paid employment is below the national average</i>	
Destination tracking and effective planning was not in place.	Through the work in Objective 4, we are working on developing systems to plan better for adult life, including employment or supported employment pathways.
Accelerated Progress Plan:	
Lack of transformation resource to be able to adequately plan the improvement work. This has resulted in milestones having to be moved back.	Due to challenges to recruit and deploy resources for the programme, the objectives are at different stages of maturity (Objectives 2 and 3 are more developed and in delivery phase, whereas Objectives 1 and 4 are at the more initial stages of implementation). This accounts for some milestones having to be moved. The programme of work is now fully staffed, which also ensured that by reviewing the APP there is a more confident understanding on how long it would take to bring about the necessary changes
The system must be capable of sustaining improvement post April 2023	Senior officers/leaders are meeting with other LA's to determine best practice. Alongside the review of process and getting all basics right the permanent structure is being developed and then a growth bid submitted for cabinet to fund the service long term. This is to ensure a sustainable service fit for the future, taking into consideration the need for targeted work to address backlogs in the short term and the BAU activity in the long term.
Turbulence and conflicting priorities for all agencies within the timeframes are a challenge.	Working collectively through the SIB and APP Objective Management Groups to gain commitment to the short, medium and long term priorities with the timing for each agency/stakeholder.

Please say here how you will ensure that partners, including families, are fully aware and kept informed of you actions and progress

As per the Governance diagram, partners, including families, will be at the heart of the programme, with a robust engagement framework put in place. A dashboard will be published every 6 months on the Local Offer to show where the Local Area is in terms of its progress to achieve those outcomes.

Please say here what support and challenge you feel would be most helpful over the coming months and when

1. Clarity on the development and 'release' of the strategies with time to then implement and embed changes to practice over sensible timeframes for the different partners, all of whom have their own priorities.

Annex C: – Stakeholder Feedback to formulate the APP



Feedback received from young people (RISE Youth Forum)

We are Additional Needs, not Special. #additionalnotspecial	Prefer mini-assessments, helps with preparation and managing our anxiety	We would like support with work experience.
We want tailored support for exams	Provide support on how to revise for exams.	We need alternative ways of learning
Improve support for anxiety and mental health	We want professionals to talk to each other	We need more awareness in schools on what "additional" means
Don't want to be defined by my additional need.	We want more opportunities for extra-curricular activities.	We are all individuals with different needs and abilities.

We would like the SEND Improvement Programme to be called "Together we CAN" (Children with Additional Needs)

Making a positive difference everyday to people's lives

 **Birmingham**
City Council

Feedback received from parents/carers

Have more opportunities for parents to meet professionals

Have a clearly explained process that we all understand

Be transparent on funding and ensure education settings provide the right support

Ensure that there is permanent staff working for our children

Provide coproduced fit for purpose EHCP plans

Provide genuine multi agency working

Speedy access to diagnosis and treatment

Ensure that there is timely and appropriate provision and support

Improve communication: answer calls and emails

Stop sending EHCPs to the wrong people

Appropriate social care respite and support

Apprenticeship for autism school leavers

Having a named, accessible plan co-ordinator

Reduce waiting times for services like S&L, OT, etc.

Invest more in MH support for parents and children

More specialist training for mainstream schools

Making a positive difference everyday to people's lives

Birmingham
City Council

Feedback received from education settings

We would like more of these reflective conversations to keep the momentum going

Need to ensure professionals understand their remit

We need to keep SEND Support Provision Plans

Need better transition planning from one phase to the next.

The authority needs permanent staff

We need interim emergency funding to be able to support pupils

Need a fair and transparent funding system

We need clarity on top-up funding for EHCPs

Need to ensure that we decrease the number of children awaiting placements

We need support, so that we reduce part-time timetables

Feedback received from the voluntary and community sector

We would like to be more involved

We need more support for 14-19 olds

Focus on Early Intervention

The processes for parents and professionals need to be clearer

We need more respite provision in Birmingham

Invest more in Art Therapy

Parents come to us when the professionals are not responsive

The process to get support needs to be shorter

Support education settings to understand needs better

Home To School Transport - Update

BE BOLD
BE BIRMINGHAM



1	Review of past experiences
2	Mitigations for 2022
3	Transformation
4	Structure and Function
5	Travel Support
6	Preparation for Sept 2022
7	Who are we?

Review of past experiences

In September 2021 we did not deliver the level of service that our children and young people should expect. We fell short in a number of areas, which are consolidated into the following.

- 1. Our data was poor and unreliable:** Route planning was based on inconsistent and outdated information. We sent letters to deceased pupils and held inaccurate records of pupil needs.
- 2. We started planning too late:** We didn't monitor correct data until July and were unable to react to variations in children's journeys.
- 3. Change Control and Governance:** Change control processes were not applied to the routes, impacting operational delivery and tracking costs, and there was a lack of consistent DBS checks.
- 4. Children and young people were not at the centre of everything we do.** Our processes were cumbersome, our communications were lacking and we didn't listen to the concerns and views of parents and carers.

Mitigations for September 2022

Significant progress has been made to mitigate the issues of last year.

1. Data: We are integrating an interim solution, including Phase 1 of our Transport Management System. We are consolidating supplier information and introducing an improved invoicing process.
2. Data: We are developing a full suite of Key Performance Indicators (KPI's) to measure against targets and maintain focus on service delivery.
3. Planning: Planning for September 2022 is advanced. Over a third of schools have already submitted data and we are routing accordingly. We've undertaken extensive resource planning and can react to late changes in requirements or new additions.
4. Change Control and Governance: Change control processes are being applied in all areas. This will improve route delivery, bringing financial efficiencies, and will enhance the governance around DBS checks.
5. Our children are at the heart of our service. With a new structure, clear lines of responsibility, the combination of approval services, and a clear communications plan, we are listening to the views of our children and their families and are building a service around that. This was recently demonstrated when acting on feedback from a child who requires Aerosol Generating Procedures (AGP).

Transformation - Digital, Data, Technology, People and Finance

- **What are we doing**

- Implementing transformational digital, data, and technology solutions to improve the management and delivery of the H2ST service
- Ensuring there is an accurate flow of information between all stakeholders to ensure operational delivery.
- Creating a data-led performance management framework to drive improvement
- Having the right organisation design, key roles, responsibilities, target culture, and leadership.
- Ensuring the right mechanisms are in place to communicate more effectively with children, parents, carers, schools, and staff.

- **What have we done**

- Transformation programme underway. Project workstreams were initiated to deliver better routing, contractual agreements, and data flow.
- Decision to implement a Transport Management System (in 2 phases)
- Data mapping being produced to better understand flows and dependencies
- Completed Org chart for all workstreams and operational teams. Strengthened the management team, and aligned processes to work together more effectively.
- Building better ways to communicate, and creating focus groups and feedback loops to co-create with children, parents, carers, and suppliers.

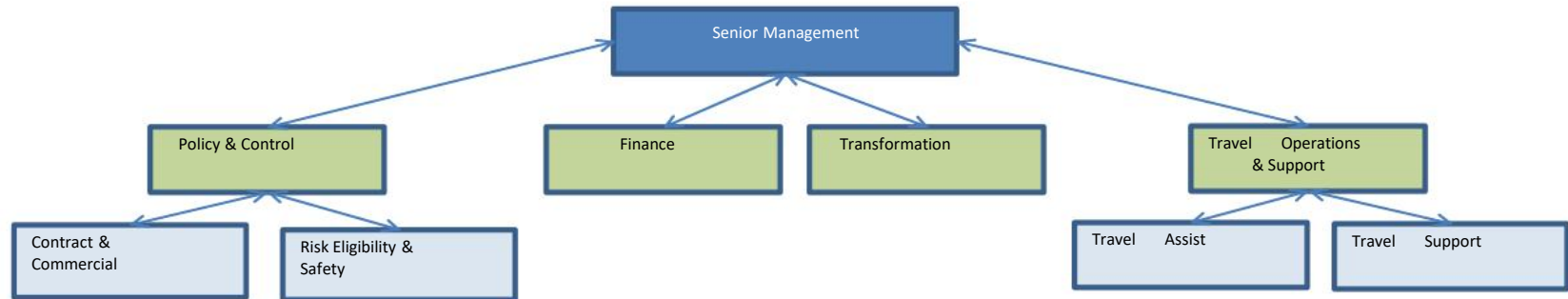
SMT Structure & Function Map

An essential part of the transformation is the creation of an operational structure fit to serve the children and families of Birmingham

Bringing together Policy Control and Safety, including Contract Management, Risk Assessment, Eligibility and Safeguarding ensures better data flow and will provide a better customer experience for parents and carers.

Our Operational team has 2 work streams comprising Travel support (Guides, Drivers, Mentors & Independent Travel Training) and Travel Assist

This is our temporary structure but will be the basis of our proposed permanent structure with a move to FTC replacing interim staff, and perm staff replacing those FTC in the future.



Travel Support

- A new element to the service introduces Travel Support. Travel Support will bring the support parts of the service together. This includes Guides (irrespective of employer), Drivers, Independent Travel Training, and the introduction of Travel Mentors.
- Through appropriate training and support, we can introduce voluntary Independent Travel Training. Providing travel gives us an opportunity to support our young people to learn vital life skills and promote independence. Preparing all young people for all life opportunities and allowing young people to reach their full potential.
- Travel support enables us to support the individual needs of the young person. Working in partnership with schools, the NHS, and other agencies we will ensure that everyone working with our young people have the required level of training to meet the needs of the young people.
- The introduction of travel mentors will increase the opportunities to promote the independence of our young people around the city and reduce the amount of transport required.

Preparation for Sept 2022

- Our immediate target is to have transparency of every child's application for transport and to understand at what stage that application is at any given time. This will enable the transfer of front-line contact to the contact centre and allow better use of service resources
- A SharePoint-based Interim Solution has been developed alongside 365 Response and means that we now have a single record that captures all service users irrespective of service type, Bus Pass, PTB or Operator-based service delivery. We are currently developing the tool further and this will provide greater automation of services, as well as significantly improved dashboards to demonstrate that SLA targets are being met
- The data captured from schools for the new school year is on schedule. Regular, and early, correspondence has been sent to schools to understand new requirements and changes, allowing routing to start and inset days and out-of-term time contacts to be captured.
- The biggest risk surrounds the procurement of routes currently provided by HATS, and ensuring that the Optimisation work is completed in a timely manner, allowing routing activities to be undertaken alongside the commencement of Meet & Greet services. This risk is being actively managed and stakeholders kept informed.

Who are we?

- Recent changes within the Children and Families directorate were made to reflect our customers and the people we serve more accurately.
- We have recognised the same requirement for this clarity in the Home to School Transport service.
- This is not simply a service that transports children from home to school. We must be more than that. We recognise our responsibility to use travel as a medium to improve the wellbeing and life experience of the children and young people that we serve. We must strive to be and deliver our best, Inclusive of all, transparent to all, we must be bold and it cannot just be words
- Accordingly, and with your permission we will rebrand the service as the “Children and Young People Travel Service” with effect from 1st July 2022.
- In addition, with the service rebrand, we have an opportunity to create a line in the sand and put historical issues behind us. Bringing fresh impetus to the transformation of our service and its relationship with its stake holders.

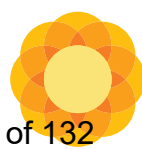


BIRMINGHAM YOUTH OFFENDING SERVICE



Strategic Youth Justice Plan

2022/2023



Annex A - Youth Justice Plan

Service	Birmingham Youth Offending Service
Head of Service	Janine Saleh
Chair of YOS Partnership Board	John Drew

1. Introduction, Vision and Strategy

1.1 Foreword

I have great pleasure in presenting this Youth Justice Plan from the Birmingham Youth Justice Partnership. The plan represents an honest assessment of the challenges and opportunities facing Britain's second city and largest youth justice service. I use the word 'challenges' both because in the past other people, most notably our Regulators the Probation Inspectorate, have assessed us as falling short of the standards expected of a modern youth justice service, and also because there are longstanding issues of inequality and child poverty in Birmingham that find their expression in high levels of exploitation and crime affecting children – this is the terrain within which we have chosen to work. I use the word 'opportunities', because nothing stays still for long in Birmingham and I have found a strong determination throughout in Birmingham Youth Justice Service (YOS) and also amongst its partners, particularly the Children's Trust and the City Council, to take stock and really get to grips with returning the service to its proper position as a model of modern youth justice for the children, their families and the whole community in Birmingham, and also as a beacon to other services in the country.

It is neither possible nor necessary to summarise the plan here. What I do wish to capture, however, is the mood within the service and the ambition within the partnership. We all know we have much to do, but as the plan demonstrates we have a coherent plan to tackle, in clear sequence, these issues. In particular, the Board has been helped by the Service's leadership, to develop a coherent development plan from which it will improve its own understanding and contributions to the building of an outstanding service.

There is much work to be done. We are not in any way in denial about this. But, led by a dynamic new team of senior leaders in the Youth Justice Service led by our Head of YOS, Janine Saleh, we are building our service, based on the bedrock that everyone in the service knows or will know what they need to do personally to make our service 'outstanding'. Birmingham has been a byword for civic pride and excellence in the past; our ambition is to locate youth justice firmly within this tradition.

1.2 Executive Summary

Birmingham faces several challenges, yet with these challenges also come opportunities for reflection, collaboration, innovation and change. Within the 22-23 Strategic Youth Justice plan, the challenges faced by our children, amplified by COVID-19, are recognised and responded to through the vision, strategy and plans that are set out for the local Youth Justice Partnership.

It is evident from national research and local data analysis that children entering the Youth Justice System experience abuse, neglect, poverty, school exclusion and poorer health at levels that are disproportionate to the general 10-17 population. This understanding has had a substantial influence on this plan, the priorities and direction of travel for the Service.

Birmingham YOS continues to be in a period of substantial transformation and modernisation. This is being driven by research, the findings and recommendations of HMIP Youth and Thematic Inspections, what we know about our children, local data and needs assessments, the YJB Child First principles, an ambition to become trauma and psychologically informed, and an aspiration to centralise relationship-based practice in all we do.

Birmingham YOS aspires to be creative, different and modern in its approaches. We will demonstrate care for those who need our help and support. We will be tenacious in our efforts, we will believe and aspire high for those we encounter, and we will continue to hold the hope, where often this is difficult for our children, parents, carers and victims to do.

Fundamentally, childrens offending must be recognised as symptomatic of their experiences. It is well established that behaviour is a form of communication. Through a relentless focus on tackling the root causes of childhood offending, using a strengths-based approach, Birmingham YOS will seek to improve practice and performance against the national and local performance indicators.

Moving towards a model that truly does 'with' instead of 'to', will lead to authentic engagement and the involvement of those we work alongside at every possible opportunity. This will help us to shape services and systems that are accessible and that work well for those who use them.

In 21-22 there were several successes, both in terms of service transformation and performance. A Prevention Team was established; work to better understand and improve practice was commenced with two commissioned independent reviews of practice and the appointment of a Practice and Performance Manager; a Restorative Practice and Victim Manager position was established and appointed to, with the intention of strengthening and standardising the support being delivered to victims of youth crime; a full review of the OOCR systems and practice was completed; and a number of key structural and practice reforms underpinned by Child First principles were delivered.

However, this plan demonstrates clearly that there remains more to be done. Too many children enter the Youth Justice System in Birmingham, becoming a first-time entrant and of those, black, Asian and mixed heritage children are over-represented. Similarly, when we examine local use of custody, including those children remanded, despite the unprecedented improvements that have been made in 21-22, too many Birmingham children remain in the secure estate. Again, black, Asian and mixed heritage children are over-represented.

What does this mean for the Birmingham Youth Justice Partnership and our response?

In support of strengthening governance and Service accountability, in 22-23 a revised set of local performance indicators that align to the service priorities have been developed. In parallel, the plan sets

out our ambition and programme of activity to develop a Partnership Board that meets with the YJB expectations around leadership and governance.

In recognition that we must tackle the root causes of offending, priorities have been established with clear and measurable programmes of work to strengthen support provided around education, training and employment; improve the health offer to children in the YJS; develop and strengthen youth crime prevention and diversion; tackle the over-representation of certain children in the system; respond to the rise in serious youth violence; developing constructive resettlement; establishing systems and practices around participation and engagement; strengthening the support delivered to victims and improving practice quality and consistency.

There is a commitment towards investment that supports the vision, strategy, and priorities, including increased investment to developing our workforce and a commitment to investment in modernising the case management system. We will ensure that the workforce, as our greatest asset, have the appropriate skills, knowledge and are equipped to deliver high quality and effective services that align with the vision for the service, the Trust and the city.

This strategic plan is rightly ambitious. There is a clear set of priorities, underpinned by a vision and a strategy, and a robust Service Improvement Plan. We remain committed to continuing with the transformation of Birmingham YOS and to ensuring that we are delivering the very best youth justice services to our children, their parents and carers, victims and communities.

2. Local Context

The indices of deprivation indicate that Birmingham suffers from high levels of deprivation. With 43% of the population living in Lower Layer Super Output Areas (LSOAs) in the 10% most deprived areas in England, and 51% of children (under 16s) living in the 10% most deprived areas.

- Birmingham is ranked the 7th most deprived local authority in England.
- The city is also the most deprived authority in the West Midlands Metropolitan area.
- Birmingham is ranked the third most deprived English Core City after Liverpool and Manchester.
- While there are pockets of deprivation in all parts of the city, deprivation is most heavily clustered in the area surrounding the city centre.
- Hodge Hill is the most deprived constituency in the city; Sparkbrook & Balsall Heath East, Bordesley Green and Lozells are the top 3 most deprived wards. Sutton Coldfield is the least deprived part of the city with 7 of the 8 Sutton wards ranked as the city's least deprived wards.

Deprivation in Birmingham by Sub Domain



Aside from the indices of deprivation, what do we know about our children and our city?

- There are 158,800 children aged 10-19 in Birmingham.
- Child poverty in Birmingham is worse than the England and Core Cities average.
- At the end of secondary school, Birmingham children's attainment is ahead of the other core cities and within 1% of England average. However, this is not the case for those with special needs.
- The unemployment rate for 16–24-year-olds is worse than the England and Core Cities average.
- Black and mixed heritage children are over-represented in the local youth justice system, as are children in care.
- Serious youth violence is rising.

The local context is critically important when we consider offending behaviour in children. Children face many, often interconnected and complex challenges. Fundamentally offending behaviour does not mean children forfeit their right to be seen and treated as children and many children entering the Youth Justice System should themselves be considered and recognised as victims, either as a result of the offending behaviour of others, but also as victims of their experiences.

The root causes of childhood offending require a joined up and coordinated approach across the partnership, there is no single solution to reducing childhood offending. As we consider the local context within Birmingham, and as we transform the local youth justice response, careful consideration is being given to how we build a service that is well placed, alongside partners, to tackle the root causes that underpin children's offending.

3. Knowing Our Children

Research tells us that children coming to the attention of Youth Justice Services have experienced disproportionate levels of harm, trauma, and disadvantage. In 2021, a report commissioned by the West Midlands Combined Authority and the West Midlands Police and Crime Commissioner, Punishing Abuse, studied 80 children across the West Midlands, including several children from Birmingham. Of these:

- Nine in ten were known or suspected to have been abused.

- Eight in ten were known or suspected to have a health issue.
- Eight in ten were subject to school exclusion or attendance at multiple secondary schools.
- Seven in ten were known or suspected to have lived with domestic violence whilst growing up.
- Seven in ten were known or suspected to be a victim of violence.
- Seven in ten lived in poverty.
- There was only one child with no recorded abuse or childhood adversity.

Birmingham Youth Offending Service (BYOS) is committed to working with partners locally and across the West Midlands to develop a system that responds to the specific and unique needs of children in the youth justice system.

Local assessment data in 21-22 indicated clearly that the children the Service is working alongside have a range of complex needs, with 75% of all assessments indicating elevated concerns around children's safety and wellbeing and risk of harm to others, requiring an enhanced offer from the Service and partners.

Information provided by the children themselves in self assessments further supports the research. Between 01 April 2021 and 31 March 2022, 476 children completed a self-assessment. The information these provide help to shape and influence the child's plan and support for them, but also influence partnership and commissioning priorities. Responses to self-assessments indicated:

I drink too much	21	4.4%
I get angry and lose my temper	301	63.2%
I have lost someone special from my life	187	39.3%
I have thought about hurting myself	39	8.2%
I have thought about killing myself	27	5.7%
I live with people who get into trouble	45	9.5%
I miss/missed school	207	43.5%
I take too many drugs	27	5.7%
I want help with reading	66	13.9%
I want help with writing	77	16.2%
My friends get into trouble	208	43.7%

This strategic and the service improvement plans are responding to the findings above through:

- Work to strengthen the health offer across the service, including substance misuse, physical and emotional and mental health support, via the YOS Health Taskforce
- Continued investment in school age education support and additional investment to strengthen targeted management oversight of this within the service
- A full review of interventions in use across the service with a move towards trauma informed, relationship-based resources.

3.1 Working with Girls

Whilst across Youth Justice Services girls are underrepresented, within Birmingham there is a recognition that they often present with a specific and unique set of needs. BYOS continues to benefit from a Girls

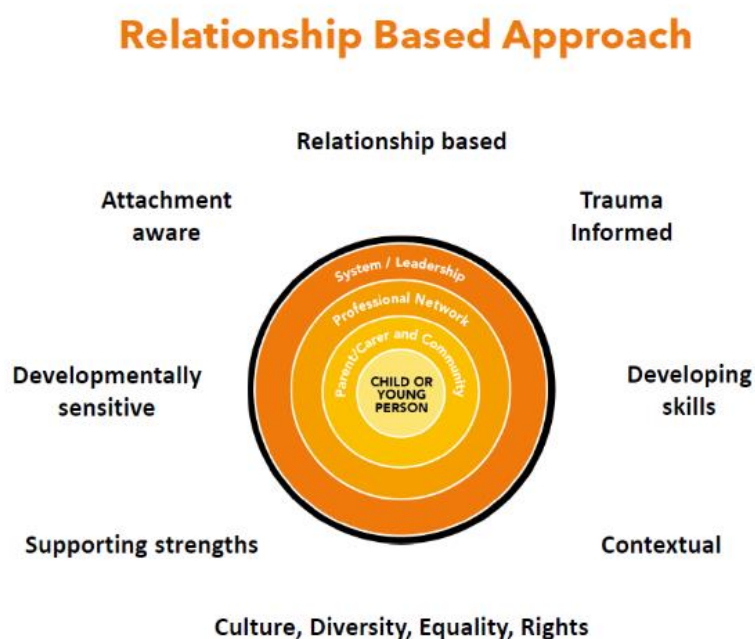
Empowerment Team, #GET. Formerly the Gender Specific programme, in March 2022 the team was re-named following the active engagement and collaboration with the girls the team were working with.

In 22-23, the Service plans to continue investment in this team and will:

- Explore opportunities for investment, both internally funded and through externally secured additional grants, to expand the team.
- Review current criteria to ensure that resources are targeted to where need is greatest.
- Design and create a trauma informed and therapeutic space girls can be seen in; consulting and involving them where possible.
- Consider local and national best practice arrangements for working with girls and utilise this to review and refresh the current operating model.

4. Child First

There is a genuine commitment to building a child first system in Birmingham, extending beyond children who have offended and who are known to the Youth Justice Service. Birmingham Childrens Trust Practice Model, to be launched in 22-23, is underpinned by a relational approach to our children and their parents and carers and whilst Birmingham YOS has already started this journey, the launch of this practice model will further strengthen the partnership's understanding and approach to our children who have offended and their parents and carers. This work is further strengthened and supported by the Child's Journey programme. This programme of activity is the overarching programme for driving and co-ordinating continued improvement across the Trust. The programme builds on the commitment already made to a trauma-informed and relationship-based model of practice, The Practice Model. It is a long-term programme to improve arrangements across the Trust so that all our people, systems and activities are aligned to deliver effective practice and improve outcomes for children and their parents and carers in Birmingham.



These key initiatives within the Trust are timely as Birmingham YOS continues the implementation of a substantial transformation programme. This systemic change, places children, their parents and carers, and victims at the heart of all we do. Central to the transformation programme and the local child first agenda, is the importance of re-framing, across the partnership, offending behaviour in children.

How do we truly see offending in children as symptomatic of their experiences, of their trauma and adversity and how does this act as the driver for change around our systems and practices within the YOS?

How do we use this to effect behaviour and system change within our own Service, but also to influence the same across the partnership?

Behaviour in children is a form of communication. As professionals, it is our responsibility to be curious, to get underneath the behaviour and to understand the root causes. In accordance with the YJB Child First principles we will:

Prioritise the best interests of children and recognising their needs, capacities, rights, and potential by:

- Understanding and doing all we can to break down structural barriers.
- Thinking carefully around our language and our approach to how we work with our children, so that it does not re-traumatise or re-victimise those we work alongside.

Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims by:

- Adopting a strengths-based approach – asking what's strong, NOT what's wrong.
- Holding the hope when sometimes our children, their parents and carers and victims are struggling to do this.
- Championing those we work alongside and aspiring for them as if they were our own children.
- Maximising opportunities for our children both within and external to the Service through effective commissioning and partnership arrangements.

Encourage children's active participation, engagement, and wider social inclusion by:

- Actively creating opportunities for authentic participation and engagement.
- Ensuring that children, their parents and carers and victims have various opportunities to influence how we work together but also influence service development.

Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention by:

- Establishing a robust YOS Prevention offer and strengthening, with WMP, the use of OOCs. Proactively ensuring that at every possible opportunity children are prevented from entering or diverted from the youth justice system.

Throughout improvements and innovation delivered in 21-22 and as we continue to transform Birmingham YOS, these principles will be evident and reflected in our core values, priorities, and programmes of work.

In addition to the work of Birmingham Childrens Trust, and the future priorities for BYOS, there is much more happening across the city and region that align with the principles of child first and that will support and endorse the YOS direction of travel.

BCC (Birmingham City Council) is leading on the development of a partnership Children and Young Peoples Plan. Priorities will include:

- Early Help
- Early Years and the first 1001 days
- Learning, Skills, and Pathways to Employment
- Safe at Home (Domestic Abuse and management of chronic illness in the home)
- SEND (Special Educational Needs and Disabilities) & Inclusion
- Young People with complex needs
- Serious Youth Violence
- Birmingham – A great place to live
- Ways of working

A number of the priorities above will be supported by the activity laid out within this plan, in particular the Service focus on understanding and contributing to the reduction of serious youth violence in the city, as outlined in more detail later in this plan.

Across the West Midlands, a Youth Improvement Board has been established under the Local Criminal Justice Board. A set of key priorities have been agreed to improve the justice system as it relates to children and this board will promote collaboration, consistency, and best practice for children in youth justice. Collaborative priorities include:

- Developing a Protocol to support the consistent application of out of court disposals in the West Midlands.
 - Supporting the work locally to ensure children are prevented from entering the YJS and diverted at every opportunity will be the development of a Pan West Midlands OOC Protocol. This will ensure a consistent and fair application of diversion across the region.
- Reducing the unnecessary criminalisation of children in care.
 - Children in care are over-represented in Birmingham YOS, as discussed later in this plan. However, this situation is not unique to Birmingham. The aim of this Board is to develop a joint protocol between West Midlands Local Authorities, Youth Justice Services and West Midlands Police to ensure that decisions to prosecute Looked After Children are given the special consideration they require, particularly for offences committed in childrens homes. This will involve the expected use of the 10 Point Checklist that informs decisions to prosecute by the Crown Prosecution Service.

BYOS is well connected to the work across the WMCA (West Midlands Combined Authority) to support regional collaboration and to secure strategic buy in to become trauma informed and responsive.

Locally a BYOS Trauma Taskforce has been established, supported by Barnardo's. There have been specific briefings for the YOS Leadership Team, and the taskforce is being led by an Assistant Head of Service with a view to improving the experiences of our children, their parents and carers, victims, and workforce. Starting at one YOS site, the aim is to develop a space where children feel safe and supported,

where children can have their needs met, where effective interventions can take place and where best practice is promoted.

5. Voice of the Child, Family, and Victims

Birmingham YOS is committed to ensuring that we hear the voices of our children, their parents and carers, and victims. Our ambition is to authentically work alongside and involve them at every opportunity. In Birmingham YOS, our ambition is for participation and engagement to become part of our culture, a thread running through all we do and that this extends to everyone we work alongside.

A YOS participation working group has been established, which includes board members, practitioners, and the board sponsor for this work. The longer-term aim is to involve children and their parents and carers. The forum will be instrumental in developing the YOS Participation and Engagement Strategy and will ensure that developmental work is connected to the wider participation and engagement work taking place across the Trust.

In 21-22, the service reviewed the mechanisms for capturing the views of children and a decision was made to cease the use of the system in place at the time. Conversations have commenced around a replacement application, that children will be supported to use by Practitioners. It is anticipated that this will provide a more engaging way of capturing relevant information for assessments, but also a way of us gathering information that will help us develop and shape our services.

Work in 22-23 and beyond will include:

- Establishing and embedding the Participation Working Group, this will report to the YOS Partnership Board.
- The development of a participation and engagement strategy detailing at every step the opportunities for engagement, collaboration, and co-production.
- Establishing appropriate systems for the collation and analysis of information we receive.
- Ensuring that we are considering and responding to findings.

There are already several excellent examples where children are involved in activity over and above their contributions to assessment and planning. In 21-22, a participation forum was established involving those children who had experienced police custody and those who had been in custodial establishments. Children working with the YOS supported the West Midlands Police (WMP) led Custody Trauma Steering Group, of which the YOS was a member. Children were given opportunities to provide their views and thoughts and were influential in developing the 'feel' of the custody suite, through providing feedback to Barnardo's. Children's feedback was used to develop distraction packs that are now in use within the Birmingham Custody Suite and was also used to inform training and development delivered to Police Officers.

6. Governance, Leadership, and Partnership Arrangements

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The Act sets out the requirement for local Youth Offending Teams and primary duties on key agencies and individuals involved in the delivery and governance of those services. Over time, the governance and leadership of youth justice services, through Youth Justice Management or Partnership Boards has evolved. In December 2021 revised guidance was published with the aim of enabling local

authorities, including education and social care; and statutory partners in health, police, and probation to fulfil their statutory duties effectively.

The Youth Offending Service sits within Birmingham Children's Trust (BCT). In May 2016 Birmingham City Council announced its intention to move towards a Children's Trust. In April 2018 it became operationally independent of the council as part of the ongoing process of improvement. The Trust is a wholly owned company of the council and works in close partnership to continue to improve outcomes for disadvantaged children in the city.

In recognition of the scale of Birmingham YOS and the challenges the city faces, as described throughout this plan, Birmingham has retained a Head of Service with sole responsibility for the delivery of local youth justice services. They report directly to the Assistant Director for Vulnerable Children and Young People. Birmingham has also retained a distinct Youth Offending Service Partnership Board. The Head of Service and Board Members (appendix 1) have strong cross cutting connections across various partnership arrangements, outlined later in this plan.

The Birmingham Youth Offending Service Partnership Board meets 8 times per year and is chaired by an independent chair, a decision taken in 21-22 and an arrangement that continues. The structure of Board meetings was revised in 2021-22 and now benefits from four main business and performance focussed boards, interspersed with Practice Boards, discussed later in the plan.

BYOS Partnership Board has responsibility for:

- Leadership and oversight of justice services for children.
- Contributing to local multi-agency strategies and work with local and national criminal justice organisations.
- Safeguarding children who receive youth justice services.

6.1 Partnership Arrangements

In addition to the existing partnership arrangements that support the direct work with children and their parents and carers, the Service is currently represented directly or indirectly at several strategic and operational meetings, including:

Birmingham's Fair Access Governance Board	West Midlands Local Criminal Justice Board
Birmingham Tackling School Exclusions Partnership	West Midlands Violence Reduction Partnership Strategic Board
Birmingham Children and Young People 0-25 Mental Health Transformation Programme Board	West Midlands Strategic Criminal Exploitation and Missing Board
SAFE Taskforce Steering Group	West Midlands Youth Improvement Board
Alternative Provision Specialist Taskforce Steering Group	West Midlands Head of Youth Offending Strategic Leads Group
Birmingham Prevent Strategic Board	West Midlands Trauma Informed Coalition
Birmingham Channel Panel	Youth Justice Board Midlands Developing Practice Forum
Birmingham Safeguarding Children's Partnership	

Birmingham Contextual Safeguarding Board	
Multi-Agency Safeguarding Hub Partnership Forum	
Birmingham Preparation for Adulthood Board	
Birmingham Early Help Partnership	
Birmingham Think Family Operational Group	
Birmingham Strategic Gangs, Violence and Serious Organised Crime Board	
Birmingham Gangs and Serious Youth Violence Operational Group	
Birmingham Community Safety Partnership	
Birmingham Community Safety Partnership Operational Meeting	
YOS/The Probation Service Operational Transitions meeting	

7. Resources and services

The Youth Offending Service partnership's overall delegated funding for 2022/23 is expected to be £8,682,799.

Funding Source	Staffing Budget 2022/23	Payments in Kind 2022/23	Other Delegated Funds 2022/23	Total
Birmingham Children's Trust	£3,762,545	£0	£567,397	£4,329,942
*Police	£322,000	£0	£0	£322,000
Police & Crime Commissioner	£84,589	£0	£190,411	£275,000
Probation	£153,417	£0	£15,000	£168,417
*Health	£252,327	£0	£0	£252,327
*Youth Justice Board	£2,106,280	£0	£0	£2,106,280
*Other sources of funding	£1,190,833	£0	£38,000	£1,228,833
Total	£7,871,991	£0	£810,808	£8,682,799

*2022/23 Funding level is still to be confirmed

As can be seen in the table above, there are a number of funding allocations yet to be confirmed for 22-23. Whilst this undoubtedly makes future planning more difficult, there is no indication at this stage that there are risks attached to any funding sources.

- The remand budget is held external to the YOS.
- Probation, Health, and Police partners continue to second staff into the Service at a level identical to 21-22.
- The West Midlands Police and Crime Commissioner grant is underpinned by a detailed spending plan and in 22-23, funding fully supports the local Police and Crime Plan, the priorities laid out within this strategic plan for the service and more broadly the priorities for Birmingham.
- The Service continues to receive a local financial contribution under the Supporting Families programme. This allows the service to take a systemic approach to working with children. It

enables children and their parents and carers to remain open on a voluntary basis, once statutory involvement has ended, where ongoing support is wanted by the child and/or family.

Combined, the budget fully funds the delivery of local youth justice services, including commissioned services. As the Service continues through its journey to outstanding and delivers the transformation programme, careful consideration is being given at every opportunity, to how we build a service that meets need and aligns to cross cutting priorities.

Examples of how investment and innovation has been influenced in 21-22 by the Service direction of travel and inspection recommendations include:

- The establishment of a YOS Prevention Team
 - Led by a newly established Prevention Team Manager an expanded team of Prevention Officers are currently mapping out how the offer can support and complement other services operating across the partnership, adding value where there are concerns regarding offending behaviour.
- A Restorative Practice and Victim Manager position was established in 21-22 with a clear focus on improving services to victims, strengthening the approach to the management of Referral Orders and community reparation for children.
- A Project and Performance Improvement Manager was created in 21-22 to drive forward the workforce development agenda and take a lead role in promoting consistency and best practice across the service.

As we continue into 22-23, we will progress further with several new initiatives including:

- Establish and recruit to a new Referral Order and Volunteer Coordinator position.
- Appoint a second Project and Performance Manager, further strengthening the work started.
- Establish and recruit to an Education Coordinator, a new position, enhancing the oversight of the YOS Virtual School register and responses where there are concerns regarding school attendance, engagement, or exclusion.
- Explore with colleagues within health, via the YOS Health Taskforce, what bespoke resources children in youth justice need and develop a set of proposals.
- Investment in training around grief and loss in children and links to offending.
- Investment in understanding the local context to gangs, exploitation, and violence and how we may best respond within the service.
- Developing our approach to engagement and participation in a meaningful way, with investment into an application that children find accessible and can use with support.

This plan clearly sets out our commitment to invest in our staff and to make thoughtful decisions around use of resources, all with the aim of developing a youth justice service that is making a genuine difference to our children, their parents and carers, victims of youth crime and resulting in safer and more resilient communities.

8. Progress on Previous Plan

In 2021-22, the Service set out an ambitious to begin to improve and modernise the delivery of youth justice services in Birmingham.

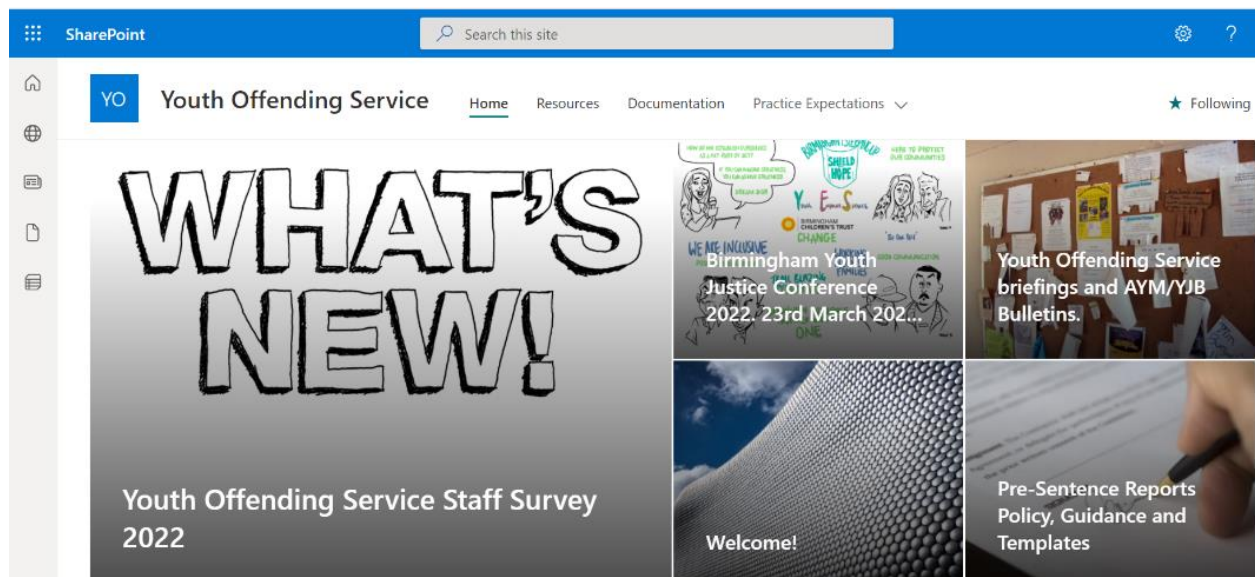
The following table provides an overview of the priorities and the progress achieved to date.

21-22 Priorities	Update
<p>Reviewing and enhancing the Service prevention offer across the partnership.</p> <ul style="list-style-type: none"> Recruitment of a dedicated Prevention Manager; expansion of the team of Prevention Officers, including a Serious Youth Violence Prevention Officer; development of pathways and promotion of the developing YOS offer across the partnership. 	<p>Prevention Manager recruited. 2 x additional Prevention Officers appointed. Serious Youth Violence Prevention Officer appointed and funded through the PCC (Police and Crime Commissioner) Grant in 21-22. Systems established with WMP to review all children arrested where no further action is taken.</p> <p>Further work required around pathways, assessment, promotion, and partnerships that will be prioritised in 22-23.</p> <p>The YOS provide a range of personal development interventions and ETE re-engagement support. This mentoring and enhanced curriculum provision is also offered to those at risk of offending. The provision includes a boxing anti knife crime programme, the Music Studio Project, vocational training, and entrepreneurial programmes.</p>
<p>Developing robust approaches to effective multi agency risk management.</p> <ul style="list-style-type: none"> Development of Birmingham YOS Risk Management Policy; review of internal risk management processes; work to strengthen understanding and application of MAPPA (Multi Agency Public Protection Arrangements). 	<p>A whole staff survey was completed in 21-22 to sense check understanding of the current risk management systems, a risk register has been developed and work was commenced to write a Risk Management Policy.</p> <p>Work into 22-23 will see the risk management policy developed, ratified in August 2023, and embedded across the service. This will include a series of workshops for front line practitioners and a strengthened approach to management oversight where risk is elevated. Audit programmes will test application.</p>
<p>Improving the quality and consistency of practice.</p> <ul style="list-style-type: none"> Development of a robust audit programme and audit cycle for 2021/22; ensuring that findings are collated and fed back to teams and are informing practice development and workforce development. 	<p>2 independent reviews of practice have been conducted around out of court work within the service and post court practice. A number of internal audits have also been completed along with several internal learning reviews following serious incidents (described in more detail later in the plan).</p> <p>A Practice and Performance Improvement Manager was appointed in 21-22, with plans to increase investment in 22-23 for an additional, identical position to be established.</p> <p>This work is a key priority in 22-23 and this year will see the development of an audit cycle that includes both deep dive audits, and thematic audits. Work will also be undertaken to further strengthen links with the Trust Practice Hub, allowing for YOS training to be accessible to book online via the Trust Intranet, ensuring that YOS are making best use of Trust wide training and allowing for robust monitoring of attendance and impact of training courses delivered.</p>
<p>Responding to disproportionality where it exists across the service.</p> <ul style="list-style-type: none"> Re-forming of the disproportionality working group; development and implementation of a multi-agency action plan, including the development of a robust data set. 	<p>Work has commenced in this area but requires a much stronger focus moving forward that aligns with the Trust vision. There is a dedicated strategic lead within the service. There has been a detailed presentation to the extended management team around the Ethnic Disparity Youth Justice Board toolkit, local data and how we can utilise this.</p> <p>All aspects of service development have a strand of disproportionality, including the work around reducing the use of custody.</p>

<p>Workforce Development; Including a programme of restorative practice and trauma informed training across the Service.</p> <ul style="list-style-type: none"> • Training needs analysis, drawing upon developmental needs across the service; creation and implementation of a workforce development plan. 	<p>Restorative Practice Training commissioned and delivered across the service in 21-22, this included restorative leadership training with ongoing action learning sets to be delivered into 22-23.</p> <p>Further work is underway to develop an understanding of the training needs across the workforce, develop a robust workforce development plan that aligns with this, and the vision and future direction of the service.</p>
<p>Ensuring that services to victims are considered in all cases and are delivered well.</p> <ul style="list-style-type: none"> • Recruitment to a Restorative Practice and Victim Coordinator; Building consistency around the offer to victims; embedding victims voices, views and wishes appropriately across the system; RP (Restorative Practice) training across the service. 	<p>Restorative Practice and Victim Manager appointed. Restorative Practice Workers centralised under their line management to promote consistency and best practice. Restorative Practice Workers embedded into risk panels and out of court disposal panels to promote the views and wishes of victims. RP Training delivered across the service.</p> <p>Continued work is required to ensure that information sharing between West Midlands Police and Birmingham Childrens Trust (YOS) is robust so that all consenting identifiable victims can be offered a service.</p> <p>Work needed to improve victim attendance at referral order panels, increase direct reparation opportunities and understand and improve victim satisfaction.</p>
<p>Developing a Birmingham YOS culture and vision that secures consistency across the city.</p> <ul style="list-style-type: none"> • Rolling out an all-staff survey; sharing findings and using these to inform development; communication strategy, including service development days. 	<p>Various surveys have been shared in 21-22, with an all-staff survey to temperature check the service in June 2021. This will be repeated in June 2022 and the findings reported to Board. A more structured approach to meetings is in place and a whole service conference was delivered in March 2022.</p> <p>Specialist officers within the service have been centralised to promote consistency where appropriate, local case management practice expectations are being developed and launched and several local policies and guidance documents, including a bespoke induction and supervision templates have been developed.</p> <p>Despite the work delivered, building a culture and a system that is relationship based, sees offending as the symptom and is trauma aware remains a priority. Work has commenced around a YOS trauma working group and this will continue in 22-23.</p>

What else happened in 21-22?

- Reviewed our approach to Out of Court Disposals, underpinned by a local independent review of practice and assessment of best practice across the sector.
- Successfully delivered a substantial recruitment campaign.
- Closed the bail and remand team, expanding the Court team, aligning practices with child first principles.
- Completed a full review of the local delivery of the Appropriate Adult Service, with a decision to bring delivery internal to the YOS.
- Developed a YOS SharePoint Site accessible to all YOS colleagues, promoting consistency, a central point for key information.



9. Performance and Priorities

9.1 Key Performance Targets

9.1.1 Reducing the Number of First-Time Entrants

First Time Entrants (FTEs) to the criminal justice system are classified as those children (aged 10 - 17), resident in England and Wales, who received their first caution or conviction in a given period.

The figures are presented as a number and as a rate per 100,000 of the 10-17-year-old local population. The latest national data for first time entrants (October 2020 – September 2021) identifies that Birmingham's performance against this national priority continues to improve year on year. The total number of FTEs between 01 October 2020 and 30 September 2021 was 250 children, a reduction of 23.5% from 327 in the same period the previous year. Over the same period the first-time entrant rate fell from 266 children per 100,000 to 202 children per 100,000, an improvement of 24.0 %.

Despite progress and continued year on year reductions, BYOS is performing worse than the England and Wales average (154 per 100,000), though performance is similar to other Core Cities and its Youth Justice Service Family.

Analysis of locally held data for 2021/22 (a different period to the national dataset presented above) has identified:

- Most first-time entrants were aged 15-17, with 54% aged 16 or older.
- 8.8% of first-time entrants were female.
- Violence Against the Person was the most prevalent offence category accounting for 95 offences, 53.0% of all proven offences for first time entrants. Compared with the same period in 2020/21, the category shows a decrease of 32.1% in the number of offences.
- 46.4% of children becoming a first-time entrant had an identified special educational need.
- Black and Black British children are over-represented appearing at approximately twice the rate of their incidence in the general 10-17 population.

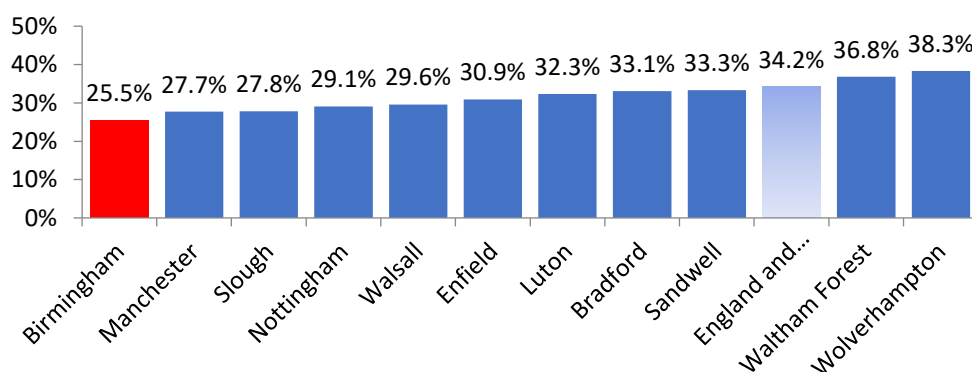
- Black, Asian, and mixed heritage children accounted for 63.0% of all First Time Entrants compared with 55.0% in the general 10 -17 population.
- Of the children becoming a first-time entrant, 34.8% received Youth Cautions, 58.0% first-tier outcomes, 5.5% community penalties, and 1.7% were sentenced to custody.

This plan later sets out clear plans to improve practice and performance in this area. Alongside continue scrutiny by the YOS Partnership Board, work in 22-23 will see the launch of the YOS Prevention offer, a strengthening of diversion and use of OOCs and a new system to scrutinise every child becoming a FTE.

9.1.2 Reducing Re-offending

The latest national figures (April 2019 – March 2020) show the Service is performing better than the England and Wales national average and is in the top quartile of all Youth Justice Services across the country. The Service also continues to perform well in comparison with others in its statistical family.

Re-offending Rate per 100,000: Apr 2019 to Mar 2020 cohort



Within this cohort were 642 children, the largest nationally, with a 25.5% re-offending rate, which was one of the lowest within its statistical family and lower than the England and Wales average.

An analysis of AssetPlus data for Birmingham children shows that those who re-offended were more likely to:

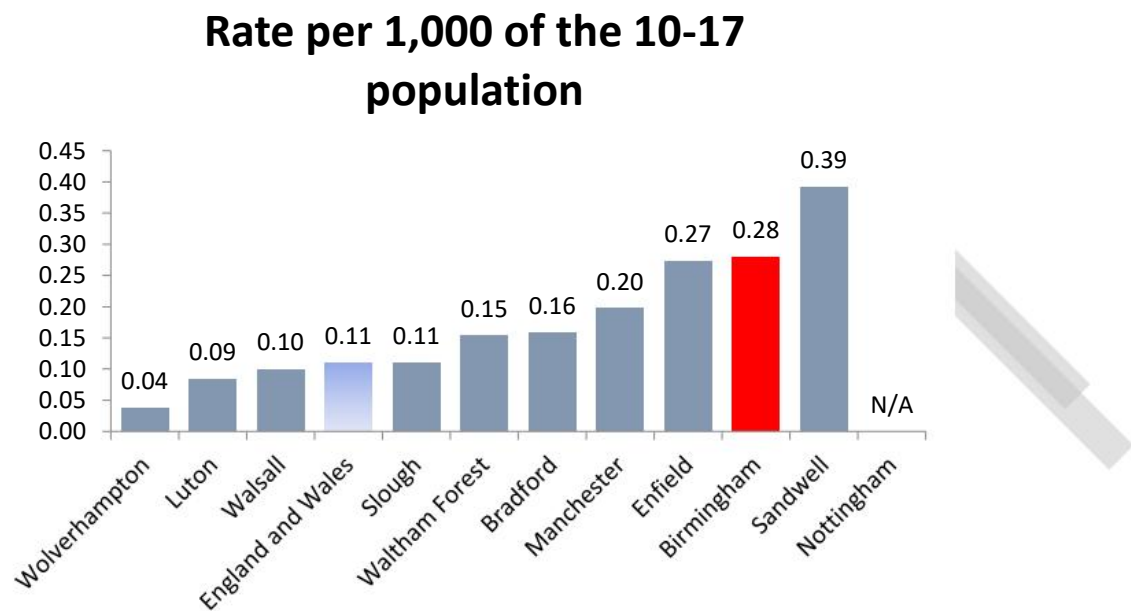
- Have Special Educational Needs.
- Be experiencing issues around school attendance/exclusion.
- Be living in families where there is evidence of intergenerational offending, parental substance misuse and/or mental health.
- Be children in care.
- Have a high number of previous offences and outcomes
- Be at risk of gang affiliation and exploitation

Whilst performance in this area compares favourably, there is more to do. At the heart of the work to improve re-offending in children is the move towards truly becoming child first, trauma informed and responsive and relationship based in our approaches. Investment in relationship-based interventions,

fundamental changes to key policy and procedure and the development of new case management planning and review systems will support improvements in this area of practice and performance.

9.1.3 Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population of a local area.



Birmingham has a higher rate of custodial sentences than the national average, although within the range of other Core Cities. Whilst it is positive that the number of children sentenced to custody in Birmingham has decreased, from 40 in 2020/21 to 19 in 2021/22, this remains an area of focus for the Trust and Service.

The latest national data for custodial sentences (January 2021 – December 2021) shows the Service is performing worse than the national average and worse than most other members of its statistical family. Analysis of local data for 2021/22 (a different period to the national dataset) has identified that:

- the majority (63%) of children sentenced to custody were aged 16-17.
- Boys of either Black or Black British ethnicity or mixed heritage backgrounds remain over-represented, appearing at approximately four times the rate in comparison with the general population.
- Black, Asian, and mixed heritage children accounted for 78.9% of all children receiving a custodial disposal compared with 55.0% in the general 10 -17 population.
- There were no females sentenced to custody.
- Violence Against the Person is most prevalent offence category accounting for 30 offences which is 48% of proven offences.

9.1.4 Remand Bed Nights

A remand to youth detention accommodation is currently to either: a secure children's home (SCH); a secure training centre (STC); or a young offender institution (YOI).

Between 01/04/2021 and 31/03/2022, a total of 45 Birmingham children were remanded to the secure estate, representing a 25% decrease from 60 in the previous year. Those 45 children spent a total of 4710 nights held on remand (average of 104 nights per child) in comparison to 60 children, spending 5429 nights in custody in the previous year (an average of 91 nights per child).

In 2021/22 children placed in SCHs spent on average a longer period on remand (103 days) compared with those in STCs (44 days) and those in YOIs (96 days).

Of the 45 children remanded during the period:

- 29 (64.4%) were Children in Care at the time of the remand.
- 6 were previously a Child in Care.
- 15 children (33.3%) gained Child in Care status as a result of their remand.

The plan sets out the work delivered to ensure that custody, including remand is reserved for those children charged or convicted of the most serious offences and who present the greatest of risks to society. Developments so far have seen positive reductions in the use of remand and custodial sentences, yet these remain key priorities for the partnership with ambitions to further reduce the number of children in the secure estate. The rise in serious youth violence presents real challenges to this area of performance, however, the plan also outlines intentions to work collectively to understand and reduce this. Plans include continued work to strengthen packages of bail support, ensuring that the local Intensive Supervision and Surveillance offer is robust and credible, improving management oversight and the quality of Pre-Sentence Reports and developing constructive resettlement for our children.

Examining the quality of practice where children are in custody and are transitioning back to the community forms part of the audit plan for 22-23. As part of this audit, assessing work prior to any remand, during custodial sentences and including resettlement practices will shape our developments in these areas.

9.1.5 Local Performance Indicators 2022-23

Work has commenced to review the local indicators for 22-23, to ensure that they align with the key priorities for the service, approved by the YOS Partnership Board in February 2022. The indicators provide a high-level indication of performance that will allow for robust governance and accountability around service activity. Supported by more detailed gathering and analysis, findings will drive service improvement and development.

Health

- % of children assessed with AssetPlus with an identified Health need referred to a specialist service where necessary
- % of children receiving a speech and language screening

Victims

- % of identifiable victims contacted

- % of victims engaged with by the Service who respond to follow up that are satisfied with the service received.

Education Training and Employment

- % of children ending their engagement with the Service, where they have maintained or improved their education or employment engagement
- % of school age children with no school place

Serious Youth Violence

- Track a cohort of children convicted of SYV (Serious Youth Violence) for 12 months, report at 3,6,9 and 12 months to identify: re-offending patterns, seriousness, changes in risk, safety and well-being and formulate responses.

Staff Performance and Supervision

- % of staff subject to formal performance management
- % of staff receiving supervision in line with the BCT Supervision Policy

9.2 Education

Priority - *All children working with the YOS have access to education, training or employment that is appropriate and responsive to their needs*

The engagement of children into positive education, training, and employment (ETE) is a clear protective factor that contributes significantly to the prevention and reduction of offending. As such, in 22-23 the Service will re-commission, with a revised specification, education support for school age children. Investment will increase in 22-23 with the establishment of a new Education Project Co-ordinator.

Within BYOS, our aspiration is that:

- Every child who is struggling to engage in education is offered the support of a specialist education practitioner to support and promote engagement and reduce risk of exclusion.
- Support delivered by any commissioned service will take a trauma informed and restorative approach and will respond to the disproportional effect of discrimination in society, taking positive action to remove the barriers that inhibit engagement in education.
- Specialist education practitioners take a holistic, strengths-based approach to raising aspirations, building self-esteem, developing confidence, and help our children discover their talents and reach their potential.
- Our children have support from practitioners who believe in them, and who will work tenaciously to advocate on their behalf and champion them.
- Schools and alternative education providers are supported through the information we can provide to help them to better understand our children's needs.
- Where necessary we explore and identify or commission additional "in service" resources to support successful re-engagement.

In 22-23 the establishment and monitoring of a Birmingham YOS Virtual School register supports this priority. This will provide a timely and accurate overview of our children's engagement with education.

This register will provide clarity around their School roll status, along with details of their exclusion history, SEN needs and attendance levels. This additional level of information will enhance our educational assessments. However, critically it will also enable improved tracking, monitoring, and management oversight, creating the ability to proactively target support to ensure children are accessing a suitable education offer.

Within Birmingham we have a disproportionately high number of children with Education, Health, and Care plans (EHCP) and special educational needs (SEN) open to the Service. In our recent response to the YJB (Youth Justice Board) ETE enquiry 49% of children open to the Service had SEN support needs with 19% having an EHCP. In addition, a significant number have undiagnosed SEN needs and have not previously had their educational learning needs assessed, often due to sporadic or non-attendance. The Service continues to support children by providing access to Speech and Language Therapists who can assess and provide diagnostic reports, work directly with children, and provide support for Case Managers in their work.

The YOS now reports monthly to our Partnership Board Education lead and Board Sponsor, those children open to our Service who have no school place, allowing for further analysis and action to be taken.

The YOS employ an ETE Strategic Lead who has a clear and dedicated focus to support this priority. The ETE Strategic lead works closely with Partnership board members and sponsors, including the Head of Admissions and Alternative Provision within the Local Authority, the Head of City of Birmingham School Pupil Referral Unit, and the Head of Service for the 14-19 Team.

Within BYOS there is a wide and varied range of support and interventions available to all children, including:

- Speech and Language Therapists - commissioned to assess, plan, deliver direct interventions and provide advice, support, and coaching to YOS staff.
- ETE Re-engagement Programme - provides part time vocational training and accredited outcomes, delivered one to one or in small nurture groups, to act as a catalyst for re-engagement to mainstream ETE.
- Functional Skills provision – provides one to one education in Numeracy and Literacy where this is a barrier to re-engagement with ETE.
- Entrepreneurial courses – a credible provision for those who are motivated to learn how to make money legally.
- Boxing mentoring anti knife crime programme – boxing sessions, used to engage children in positive activities whilst having conversations around the dangers of knives.
- Music Studio Project - delivers high quality music making activities in a fully equipped professional recording studio. Children work alongside Producers, Lyric Writers and Musicians developing skills in the creative music industry and given a platform for expression and performance.
- Skill Mill Employment Scheme – provides 6-month employment opportunities for children, with a highly skilled and supportive YOS Skill Mill supervisor to support them in their employment journey.

The Service also benefits from strong partnerships with key organisations and other initiatives that support our work to promote engagement in education, training, and employment for our children. These include:

- Change Grow Live (CGL) Youth Promise Plus Project - providing intensive mentors to support children to secure ETE.
- Catch 22 Creating Opportunities programme – with links to work experience opportunities and major employers, and able to offer managed move support for those in ETE but are looking to a new opportunity.
- Aston Villa VIP and Chances Programme –funded programmes offered by the Aston Villa Foundation providing a sport based mentoring programme and diversionary sports sessions, with the aim to improve ETE outcomes.
- Choices Mentoring Resettlement programme – funded by the Violence Reduction Partnership (VRP) to provide holistic support for those coming out of custody and those at risk of Custody.
- The Alternative Provision Specialist Taskforce – a multi-disciplinary team, which includes YOS seconded staff, based within the Pupil Referral Unit (PRU) environment to support those at risk of disengagement and improve their educational outcomes.
- The SAFE taskforce – support for mainstream schools for children at risk of permanent exclusion and reduce Serious Youth Violence.

In addition to the support provided above, the YOS will also commission bespoke services for children based on individual need where required.

9.3 Health

Priority – *Ensure that the health needs of children involved with the service are fully assessed, understood, and responded to effectively*

In 21-22 a detailed report was presented to the Birmingham YOS Partnership Board within which the health needs of 211 children were analysed. The findings of this revealed:

- 174 (82.4%) had a recorded GP.
- 29 (14.3%) children had an assessed physical health need.
- 126 (59.7%) children had an assessed substance misuse need.
- 132 (63.3%) children had an assessed mental health need.
- 146 (74.1%) children had an assessed speech and language need.

It further revealed several areas for improvement including:

- Completion of speech and language screening tools where there is an assessed need.
- Understanding the extent of neurodiverse conditions our children experience.
- Onward referrals and practitioner use of specialist health support.
- The need for further assessment around sufficiency of health support in the Service.
- Support for children who have experienced loss.

In 22-23, the service, with partners, have given a commitment and set a clear priority and expectation that every child coming into the youth justice service is able to benefit from a holistic health assessment

and appropriate support based upon need. A YOS Health Taskforce has been established as a subgroup to the YOS Partnership Board and is attended by senior health officers across the city. This work further benefits from three board sponsors and YOS staff who have volunteered to support this work.

Activity linked to this priority in 22-23 will include:

- Improvements in practice with the aim that our work with children is underpinned by a robust understanding of their health needs, including robust mechanisms for identifying and responding to neurodivergent children.
- A review of existing YOS Health arrangements, assessment of services based on local need and data analysis and a subsequent review of commissioned services, service specifications and contracts.
- The continued scoping of best practice in this field nationally across youth justice services but also within published reports, including recommendations from HMIP youth inspections. Links have been established with YJB National Strategic Lead for health to advise and support BYOS on this workstream.
- Ongoing work with the West Midlands Violence Reduction Partnership to ensure that services commissioned by them are maximised.
- Progressing psychology resource within the YOS to support case consultations, formulations, and individual and group staff reflective sessions, further strengthening trauma informed and psychologically informed perspectives across thinking and practice.

With partners, the service is committed to ensuring that the health needs of children in youth justice are understood and responded to. The health taskforce will ensure that this remains a high priority.

9.4 Over-Represented Children

Priority - Tackle disproportionality where it exists across the service

Children from a range of backgrounds and experiences are over-represented in the Youth Justice System. Local data and research indicate an over-representation of:

- Children in Care or children who have experienced social care processes.
- Children who have experienced trauma, adversity including exploitation.
- Children who have experienced exclusion from school, including permanent exclusion.

However, ethnic disparity in the Youth Justice System continues to be the single greatest challenge across the partnership and is an area we are committed to tackling. The Service continues to place a high priority to identifying and addressing issues of disproportionality, including ethnic disparity at all points within the system.

In 21-22 analysis of local data indicated in comparison to white children, all other ethnic groups combined accounted for:

- 63.0% of all First Time Entrants compared with 55.0% in the general 10 -17 population.
- 59.2% of all children receiving out of court disposals compared with 55.0% in the general 10 -17 population.
- 84.2% of all children receiving a custodial sentence compared with 55.0% in the general 10 -17 population.

- 81.1% of all children receiving a disposal for knife enabled offences compared with 55.0% in the general 10 -17 population.
- 65.7% of all children with a proven re-offence compared with 55.0% in the local YOT area 10 -17 population.

In 21-22 the Service:

- Established the members of the disproportionality working group, including board sponsors and practitioner representation.
- Sought volunteers to be disproportionality champions across BYOS.
- Invited the Trust Equalities and Diversity Manager to share the Trust Equality and Diversity Plan with Managers.
- Revised the Pre-Sentence Report quality assurance tool, with a focus on ethnic disparity.
- Developed and launched a PSR feedback form for Magistrates that captures the child's ethnicity and concordance with recommendations.
- Revised the out of court disposal processes, to ensure that it is child first considering the needs and vulnerabilities of the child, alongside risk to others.

In 22-23 the Service will:

- Deliver training around equality, diversity, unconscious racism, exploring the potential for local sentencers to join this event.
- Establish mechanisms for the monitoring, review and analysis of every first-time entrant, challenging decisions in real time.
- Explicitly consider adultification bias that specifically affects black children resulting often in their exclusion from being considered vulnerable, weaving this into every process reviewed and developed.
- Work with the Safe Taskforce as an active member of the board that intends to monitor ethnic disparity in relation to school exclusions.
- Strengthen relationships with community organisations and the third sector, improving our ability to support children and parents and carers to build systemic resilience through better access to local opportunity.
- Ensure that we have effective systems in place that are culturally sensitive and encourage feedback and participation.
- Exploring and developing appropriate interventions and group work, that responds to the needs of our children.
- Work across the region to understand and tackle the unnecessary criminalisation of children in care.

In support of our work and commitment to this area of practice, BYOS is currently working with Traverse, participating in the YJB's research project, "Understanding ethnic disproportionality in reoffending rates in the youth justice system". BYOS is also working with the Centre for Justice Innovation to capture the views of children who have experienced diversion and out-of-court disposals, particularly relating to ethnicity. The Centre for Justice Innovation anticipates that this project will expand the evidence base on diversion and provide clear practice recommendations informed by children. Once the final reports from

both research studies are available, BYOS will incorporate the findings into an evidence base of what is needed in order to try to reduce over-representation.

9.5 Prevention

Priority – Develop the YOS Prevention Offer

BYOS has historically employed dedicated Anti-Social Behaviour (ASB) Officers. However, their remit was limited to solely ASB preventative work. To address the growing need for a much more innovative and modern preventative offer for Birmingham children and their parents/carers, in 21-22 BYOS committed resources to a dedicated Targeted Prevention Team.

Prevention is defined by the YJB as *'support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.'*

Recognising the value of prevention, a Prevention Team Manager was established and appointed, ASB Officers were re-designated to Prevention Officers and the team was expanded by 2 Prevention Officers. The YOS Prevention Team will predominantly provide a Targeted Prevention offer, although may well collaborate with BCT Early Help Services around early prevention where children are identified as being on the cusp of criminality or ASB. This parallel approach will be piloted in 22-23 and will enable the Service to strengthen practice and performance around reducing children becoming first time entrants to the system.

In 22-23, the criteria, pathway, referral, and assessment process will be finalised and launched, and work is ongoing to ensure that the team adds value and complements existing provision across the partnership.

- Whilst still maintaining the referral pathway for ASB matters from neighbourhood Police and housing, the team will expand its remit to also include requests for support from schools, Children's Services, community groups, youth services, and parents/carers or self-referrals from children.
- Notwithstanding ASB matters, all preventative work will be consent based and voluntary.
- The focus will be to provide early help to children at risk of entering the criminal justice system.
- The Department for Education has funded an Alternative Provision (AP) Taskforce from September 2021 to August 2023. This is based and managed in the City of Birmingham (COB) Pupil Referral Units. BYOS has seconded 3 Prevention Officers into the AP Taskforce and the Service will work closely with the Taskforce and will sit as a member of the Taskforce Steering Group.
- From June 2022, a new and innovative partnership will commence at Birmingham's custody suite. Through working in partnership with WMP, agreement has been reached where BYOS will be based in the custody suite Monday-Friday 9am-5pm offering a daytime Appropriate Adult service alongside prevention advice and support. Where children are arrested and subsequently no further action is taken or they are bailed, they and their parents/carers will be able to be connected to a Prevention Officer at the custody suite. The Prevention Officer can advise about the support that is available to them through the YOS or other services available. This means that

children are identified from a very early stage in terms of likelihood of offending, and research shows that the earlier an intervention, the more likelihood of reduction/desistance.

9.6 Diversion and Out of Court Disposals

In 21-22, BYOS undertook a full review of the local Diversion and Out of Court (OOC) processes to ensure all Birmingham children arrested, where appropriate, received fair access to diversion from the formal youth justice system. Diversion is defined by the YJB as the process *‘where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.’*

Police forces have a range of options available when dealing with children who have offended that either avoid criminalising them or avoid them having to be dealt with via the formal court systems.

Local data analysis underpinning this review highlighted issues around the outcomes for children at local panels including, minimal use of No Further Action, including Outcome 21 and 22 and a gap in the use of Youth Cautions.

This review, started in 21-22 and concluded in 22-23, was conducted collaboratively with WMP colleagues. As part of this review, a refreshed policy, set of practice expectations, and specific assessment tool were developed with West Midlands Police, co-chairs of the Panel, and was consulted on across the Service. The revised and bespoke assessment tool begins with the child first, incorporates their voice, includes the risk and desistance matrix from AssetPlus and includes a co-produced plan. The result is a high-quality system, that is professional, child first, trauma informed, and victim focussed. The Panel leads to timely joint decision making and seeks to achieve the right outcome for the child, that aims to prevent re-offending.

Under the new system:

- Assessment, approaches, and language are underpinned by child first principles.
- The refreshed OOC assessment tool starts with the child and has a clear section so that their voice is heard at Panel.
- There is a focus on the impact of trauma, maturity, development, and communication needs and offending.
- The views and wishes of the child, parents/carers and victims are all considered.
- The views of victims, parents and carers are represented through specialist practitioners and are afforded high significance in the discussions and decisions. Opportunities for restorative justice are considered in all cases.
- Decisions are proportionate and appropriate and informed by multi-agency information sharing and discussions with key partners.
- Diversion is considered in every case.
- Diversity, equality, and disproportionality are considered.

Across the West Midlands, Community Resolution (CR) diversions can be given to children without consultation with the local Youth Justice Service. These CRs can sometimes include direct referrals by WMP to an OPCC (Office of the Police and Crime Commissioner) commissioned service DIVERT, delivered by Cranstoun where children are found in possession of drugs.

Conversations have started within the West Midlands Youth Improvement Board to consider Police only CR's further and to explore the potential for all decisions regarding children to be made via local out of court panels. Conversations will continue in 22-23 with the development of a West Midlands Out of Court Disposals (OOC) Protocol.

Where children currently receive a CR, issued directly by WMP without consultation, BYOS has a robust screening Panel. Each decision is reviewed jointly by a Seconded YOS Police Officer and a YOS Manager to determine whether further YOS involvement could be beneficial for the child.

The work above is strengthened further through the commitment of the service to divert at every possible opportunity, including when children reach court. At the Court front door, a daily Court meeting screens all children and identifies those who may be suitable for diversion back to OOC Panel. Any such children are discussed with the Crown Prosecution Service and WMP and in 21-22 the service has successfully diverted several children to the OOC Panel in this way.

BYOS is a core member of the quarterly Scrutiny Panel, chaired by a member of the judiciary, looking at a sample of children subject to OOC diversions. As part of the development of a pan West Midlands OOC protocol, this scrutiny panel will be considered to ensure that it is effectively meeting the needs of children.

9.7 Serious Violence and Exploitation

Priority - *Improve the multi-agency management of risk and safety and well-being*

In 2021-22 167 serious youth violence offences were recorded against 99 children. This resulted in 103 outcomes. In comparison with 2020/21, this represents a 41.5% increase in the number of serious youth violence offences from 118, a 17.9% increase in the number of children (from 84) and a 18.4% increase in the number of outcomes from 87.

- Robbery accounted for 75% of the offences, with violence against the person the remaining 25%.
- Black and mixed ethnicity children are over-represented, representing 26.3% and 25.3% respectively, versus 10.7 and 8.4% of the 10-17 population.
- 52.5% of the children receiving an outcome for serious youth violence were assessed as having some form of educational need.
- 15% were a child in care at the time the offence was committed.

Understanding and responding to serious youth violence, gangs and the exploitation of children is a priority for the Birmingham Partnership. In supporting this aim:

- Birmingham YOS is a core member of the Gangs, Serious Violence and Organised Crime Strategic Board.

- The service is contributing to the development of a Serious Violence Strategy, linked to the Serious Violence Duty and the requirement within this for Youth Justice Services to work with partners to prevent and reduce Serious Youth Violence.
- The Head of Service is the co-chair with WMP of the recently re-formed Gangs and Serious Youth Violence Operational Group.
- There has been a full review of interventions available across the service with a focus on relationship-based practice and trauma informed responses to children.
- Investment and resources are being directed at the root causes of offending in children, i.e. health and education.
- The service is a key partner of the EmpowerU Contextual Safeguarding Hub and contributes to daily discussions and planning around children identified as at risk of exploitation and/or gang affiliated.
- In 22-23, a review of dedicated YOS investment in the EmpowerU Hub will be explored.
- Specific training for YOS staff will be delivered in 22-23 to support improved knowledge, understanding and practice in tackling this area.
- The Service continues to have a dedicated Prevent Lead at Practitioner level, representing the Service at relevant forums and promoting best practice across case management.
- The prevention offer as it develops will consider responses to children arrested and released under investigation or where no further action is taken, ensuring every possible early intervention is explored.

9.8 Constructive Resettlement and Use of Custody

In 21-22, in response to the local analysis of use of custody, through a range of targeted activity, Birmingham has successfully reduced the number of children being sentenced to custody and remanded. This included:

- A full review of the Pre-Sentence report processes including the development of a new report template and robust practice expectations to practitioners and managers providing management oversight. This was shared as best practice in a YJB Bulletin.
- Attendance and discussion at Magistrates forums around use of custody and the credibility of community-based options.
- The development of a feedback form for sentencers to use to support continued development and improvement of local practice.
- Strengthening approaches to packages of bail support, including involvement of the Intensive Supervision and Surveillance (ISS) team, where appropriate.
- Establishing and embedding a system around the use of Pre-Sentence Panels in all situations where children are at risk of custody.
- The development of an oversight tool where a Custodial Sentence or Remand into Youth Detention Accommodation (YDA) or Local Authority Accommodation (LAA) is made.

As a service there remains commitment towards ensuring that children should only be remanded or sentenced to custody as a measure of last resort. Custody can have a long lasting and traumatic impact on children and can adversely affect their life chances. Where the YOS assessment indicates that the risks

presented by children can be managed in the community, BYOS will always endeavour to advocate and support applications for bail or provide the courts with credible alternatives to a custodial sentence. Whilst progress has undoubtedly been made in this area, there remains more to do and in 22-23, there are several key activities that will be progressed.

- Reviewing practices with children's social care and placements teams where children are at risk of remand/custody to ensure that a robust joint plan is available for sentencers to consider.
- Ensuring that services within the Vulnerable Young Peoples Directorate, including Family Group Conferencing, Lifelong Links and Preparation for Adulthood are considered for children at points of transition and that children and parents and carers are connected as appropriate.
- Ensuring that all children being released from the secure estate are offered the support of the Violence Reduction Partnership commissioned services, in addition to the support available within BYOS.
- Commencing the conversations locally, including the OPCC to explore opportunities around alternatives to remand, including offering support to the current recruitment campaign for additional remand foster carers and placements.
- Exploration of opportunities to second an officer into Werrington YOI.
- Establishing a process and clear pathway whereby children subject to repeat, and often lengthy remand can be discussed with colleagues within CPS and HMCTS (Her Majesty's Courts and Tribunal Services) with a view to considering alternative solutions.

9.9 Restorative Justice and Victims

Priority - *Ensure that services to victims, including child victims, are considered in all cases, and are delivered well*

In recognition of the importance of support to victims and the need to improve, in 21-22 a Restorative Practice and Victim Manager position was established and appointed in the Service, to coordinate and bring consistency to the existing team of Restorative Practice Workers. Alongside this appointment and aligning with our drive to have relationship-based practice at the heart of what we do, a whole service restorative practice and leadership training programme was successfully commissioned and delivered.

Further investment in 22-23 will see a Referral Order and Volunteer Coordinator position established and recruited to, further supporting the offer to victims of youth crime. This will not only increase opportunities for victims to participate in restorative practice through attendance at Panels where appropriate but will also seek to review and standardise processes and practice.

In 22-23 the service will develop a clear policy and set of practice expectations relating to our work with victims, ensuring that the service is fully compliant with The Code of Practice for Victims of Crime England and Wales (Victim's Code). Furthermore, it will seek to clarify YOS practice expectations including:

- Ensure that every identifiable victim who has consented to support from the YOS is contacted within an agreed timeframe.
- Scope and clarify all available opportunities for victims to engage in restorative justice allowing children to make amends for harm caused.

- Ensure that the views, wishes and feelings of victims are represented and considered in appropriate multi agency forums, including Out of Court Disposal Panels, Pre-Sentence Panels and Risk Panels, improving victim safety planning.
- Establish systems for the collation, analysis and reporting of victim feedback including satisfaction with services received from the YOS, ensuring impartiality, and including opportunities to feedback anonymously where required.
- Clarify the expectations of joint work between the YOS Case Manager and Restorative Practice Workers.

In 22-23, victim contact, and impact will form part of the local indicator set reported to the YOS partnership Board. Quantitative and qualitative data will be available across the service and reported, allowing for detailed analysis that will drive development.

9.10 Standards for Children in the Justice System, Practice Quality and Consistency

Priority - *Develop a Birmingham YOS culture and vision that secures quality and consistency of practice across the city*

Substantial work has been delivered to understand better local areas for improvement and in 21-22 the internal audit and review programme consisted of:

- Five internal audit programmes, including children on court orders, children in custody and children subject to out of court disposals.
- The commissioning of an external consultant to undertake assessment exercises on Out of Court work and case management for children on court orders.
- Four internal learning reviews.
- An internal review of children placed at Oakhill Secure Training Centre, commissioned by the Head of Service at the time when concerns were raised about safeguarding practices within the establishment.

The findings from this activity included:

Areas of Good Practice	Areas for Development
YOS staff demonstrating relational practice	Quality and timeliness of assessments
Evidence of improvements made in quality of assessment and out of court process between the first external assessment exercise and the 2 nd one.	Quality of assessment and risk and safety management planning
Good liaison with parents and cares including when their children were in custody	Improvement in gathering information from key agencies
The day-to-day work with the children to implement their sentence was strong	Quality of the child's plan
Good joint working with partners	Improvement in the provision of ISS interventions

	Improvement in contact frequency and contact recording
	Quality of management oversight
	Increase in professional challenge and escalation

Birmingham YOS is on a journey of significant transformation and improvement. Whilst there have been several developments and improvements implemented in 21-22, which are beginning to show impact, the findings above, indicates there is more to do. In response, the following action has been taken or is underway:

- Review of Policy, Procedure and Guidance Documents including the development a set of clear and succinct practice expectation documents and reminders of key Trust and Safeguarding Policies, including the Resolution Protocol.
- Significant workforce development improvements including:
 - A new robust YOS specific induction process to accompany the Birmingham Childrens Trust Induction process.
 - Internal YOS Practice Development Sessions from May 2022
- Improved Partnership Working
 - With West Midlands Police and Electronic Monitoring Service (EMS) to improve the communication, monitoring, and enforcement.
 - With Oakhill Secure Training Centre to ensure incident reports are shared.

In 22-23, a Quality Assurance (QA) Framework will be developed and launched. This will include:

- A review of the current case management audit tool.
- Development of a local set of Practice Expectations and Standards.
- Audit activity alongside the case manager and line manager where appropriate.
- Contact with the child and parent/carer and victim (where appropriate) to seek their views on the services they are receiving.
- Production of 7 minutes briefings for all audits and reviews, identifying good practice, areas for improvement and actions.
- A programme of full case management audits and thematic audits, increasing overall audit activity within the service.

Planned audit activity in 22-23 includes:

- Managers Benchmarking exercise – June 2022
- Supervision Audit – July 2022
- Management Oversight Audit – August 2022
- Full case management audits in October and December.

9.11 Challenges, Risks and Issues

This is undoubtedly an exciting time for Birmingham YOS, and this plan has set out the opportunities and transformation plan for 22-23 and beyond. The scale of change within the Service is unprecedented, and whilst this brings with it opportunities, it also presents some challenges.

As previously discussed, Birmingham YOS is the largest in England and Wales. Consistency and quality of practice was an area highlighted as needing improvement in the latest HMIP Inspection. Although several key initiatives laid out within this plan seek to support improvements in this area, the scale of the city and Service means achieving consistency is more of a challenge and requires the structured approach to reform that is in place.

Alongside continuing the ambitious plan for reform, 21-22 has also seen a large-scale recruitment campaign with a number of staff leaving the service requiring replacement and new positions being established. As we endeavour to develop a robust workforce development plan, there has been substantial internal investment to ensure all new starters have the absolute best start to their career in youth justice. This has included internal training and development to ensure YOS staff have the skills and knowledge to deliver the best possible service to our children, parents and carers and victims.

In 22-23, the Service will replace its' current Case Management System, a decision taken to support the transformation programme and Service modernisation. There are 195 active users of the existing system, and migration to a new system will both require substantial resource and preparation, and transition will not be without its risks. A project group is developing the service specification and working through procurement processes to ensure that the new system purchased has the capability to move a Service the size of Birmingham without substantial disruption to service delivery.

Serious Youth Violence within Birmingham is rising. This not only presents the YOS and its partners with some challenges, but also leaves many of our children, victims and communities at significant risk of being seriously harmed. This rise in serious youth violence cross cuts with concerns regarding exploitation and gang affiliation, which often has its root causes in exclusion, poverty, abuse, and neglect amongst other things. This plan has clearly set out that we cannot tackle offending in isolation and has articulated the service's intention to work differently, creatively and with relationships at the heart of what we do. However, managing and containing risk through external controls is also a critical element to this and to the safety of victims and communities. A revised Risk Reduction Policy and set of operating procedures will support effective risk management and promote victim safety.

In 22-23, through the programme of activity outlined in the Board development section of the plan, the YOS Partnership Board will be further strengthened, under the leadership and direction of the Independent Chair, John Drew.

10. Service Improvement Plan

BYOS remains on a substantial improvement journey, with ambitions to get to outstanding. Our drivers align with those set out within the strategic YJB 21-24 plan.

In support of this ambition, the service benefits from a robust improvement plan. This plan not only responds to the findings from the latest service inspection by HMIP, but also captures:

- All development work being delivered under the strategic oversight of individual members of the leadership team, as has been set out within this plan.
- The recommendations from internal learning reviews and audits.
- Recommendations from HMIP Youth and thematic inspections, to help shape and influence local priorities and work.

- Recommendations from safeguarding practice reviews and other relevant inspections.

This plan is subject to the strategic oversight of the Head of Service and progress is reported to the YOS Partnership Board, the YJB (through additional monitoring) and Trust Executive. Planning and delivery benefits from a project manager who meets regularly with action owners to ensure that the plan is being delivered as expected.

As services are reformed, reference to findings will be a key consideration as we benchmark local practice against these, work creatively, innovatively and strive for excellence.

10.1 Workforce Development

In 21-22, there has been substantial work to invest in and develop the YOS workforce. As a service we are committed to ensuring that all staff have the appropriate skills and knowledge and are effective and competent to deliver high quality services to children, parents and carers, and victims. In addition, we want our teams to have access to a range of relevant development opportunities including opportunities to support their personal growth and professional development.

To fulfil the vision of a high performing, highly trained workforce, in 22-23 there has been a substantial increase in the training and development budget. The YOS 22-23 workforce development plan takes full advantage of training opportunities delivered by:

- The wider Birmingham Childrens Trust Academy.
- The Birmingham Safeguarding Childrens Partnership.
- The West Midlands Violence Reduction Partnership.

In addition, we will maximise the expertise within YOS to deliver in-house training, but have also committed resource to commissioned training for staff, including:

- Grief and Loss and links to offending in children.
- Understanding and responding to exploitation and serious youth violence.

Work commenced in 21-22 will continue in 22-23 and has included to date:

- Development of a training matrix to capture the various training requirements both mandatory and optional for the full complement of YOS staff including specialist staff.
- Integration with the Trust's Learning Academy so that all YOS training can be managed via this platform allowing for attendance monitoring and reporting.
- The development of a robust and effective induction programme bespoke for different roles within the service.
- The commencement of work on a Workforce Development Strategy to capture and set out the workforce development vision and principles Birmingham YOS aspires to including:
 - A restorative trauma informed approach both in the delivery and participation of all training.
 - A training plan that is robust and achievable, based on the learning from internal and external reviews; inspection findings and recommendations; internal audit activity; the training and development needs of the staff group and the health and well-being of staff.

Training Highlights from 2021-2022

- Appropriate Adult Training - all practitioners have undertaken Appropriate Adult training in preparation for the commencement of the AA in-house service provision from June 2022.
- Restorative Practice Training - all staff have undertaken a 2-day Restorative Practice Training, including a separate leadership programme for managers.
- Assessment Benchmarking - managers have taken part in a benchmarking exercise with a focus on quality assurance of AssetPlus, facilitated by the YJB.
- AssetPlus - all new case managers and managers have undertaken full AssetPlus training. This was also offered out as a refresher for those requiring it.

Training Impact

- In January and March 2022, two independent casework reviews were conducted around practice as it related to pre-court and post-court disposals. Between the 1st and 2nd review, all case managers had undertaken the AssetPlus training and in the feedback from the 2nd review, it was highlighted by the independent reviewer that the quality of the casework demonstrated the positive impact of this training.

Training Highlights for 2022-2023

In 22-23, having considered the local data analysis, and in support of the priorities, the following training will be delivered:

- Gangs, serious youth violence and disproportionality for all practitioners and some managers.
- Grief, Loss, and attachment – for all practitioners and some managers.
- Child Protection (with a focus on common child protection concerns for adolescents).
- UNITAS courses available for staff: Youth Diversion; Child First Effective Practice; Professional Certificate in Effective Practice.
- Equality and Diversity Training for all staff.

10.2 Board Development

As previously discussed, Birmingham YOS Partnership Board commits to meeting 8 times per year with 4 main boards and 4 practice Boards. The main Board meetings fulfil the governance requirements for the service, while the Practice Boards enable the senior partners to work alongside the service's management team on the key issues that need to be addressed to make the service outstanding. As such they are a key component of the Board's development.

Each area of focus has an assigned YOS lead, together with at least one Board member as sponsor. Working together between meetings, their role is to drive forward the specific development agendas. Specifically, Board members:

- Provide a key point of contact at board level for discussion and consultation for lead officers within the YOS.
- Champion at board level developments linked to the area.
- Co-deliver updates at board meetings where possible.
- Take an active interest and shared ownership of practice and developments in the area.

The Board and YOS Leadership Team have a clear forward plan, therefore allowing for meetings to be maximised in terms of effectiveness and productivity.

In 22-23, the forward plan has been aligned with Service priorities and is planned as follows:

Practice Board Forward Plan

Date	Board Focus	YOS Lead	Board Sponsor
17 th November 2021	Reducing the use of custody	Kate Albright, Assistant Head of YOS	Mary Spencer, Magistrate, HMCTS
6 th April 2022	Reducing FTE through proactive prevention and diversion	Rachael Phillips, Assistant Head of YOS	Jennifer Pearson, Superintendent, WMP
20 th July 2022	The health needs of our children and local response	Tracey Thomas, Assistant Head of YOS	Emma Cooper, Head of Nursing Complex Care, Forward Thinking Birmingham Gordon Strachan, Commissioning Manager Adult Social Care (Prevention/Complex)
5 th October 2022	ETE Development	David Webb, Strategic Lead for ETE	Steve Howell, Head Teacher City of Birmingham School Alan Mitchell, Head of Service, Schools Admissions, Attendance, Exclusions and Pupil Tracking
25 th Jan 2023	Participation and Engagement in BYOS	Cath Cheshire, Assistant Head of YOS	Mamps Gill, Head of Innovation and Engagement (Midlands), YJB Steve Howell, Head Teacher City of Birmingham School

Main Board Forward Plan

Date	Practice Topic	YOS Lead	Board Sponsor
23 rd Feb 2022	Health and Children in the YJS	Tracey Thomas, Assistant Head of YOS	Emma Cooper, Head of Nursing Complex Care, Forward Thinking Birmingham
25 th May 2022	Quality Assurance and achieving consistency	Cath Cheshire, Assistant Head of YOS	Jenny Turnross, Director of Practice (BCT)
24 th August 2022	Managing Risk HSB (Harmful Sexual Behaviour) Update	Kate Albright, Assistant Head of YOS Nikki Sofia, Team Manager	Dionne McAndrew, Assistant Director (BCT)
23 rd November 2022	Disproportionality (including response to letter from YJB)	Rachael Phillips, Assistant Head of YOS	Dionne McAndrew, Assistant Director (BCT) Mamps Gill, Head of Innovation and Engagement (Midlands), YJB Gordon Strachan, Commissioning Manager Adult Social Care (Prevention/Complex)

22 nd February 2023	Restorative Practice and Victim Support	Tracey Thomas, Assistant Head of YOS	Dionne McAndrew, Assistant Director (BCT)
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In addition, the Board held a Development Day, 'Getting to Outstanding'. This was jointly facilitated by the Head of Birmingham YOS and the Independent Chair of the Board in April 2022. This day focussed on several key areas:

- What is Good Governance?
- The Responsibilities of our YOS Partnership Board.
- The Responsibilities of Board Members.
- HMIP and Local Expectations.

The intention is to continue to build upon the initial development sessions with:

- Effective monitoring of Board Member attendance.
- Twice yearly one to one development and performance sessions between Board Members and the Board Chair.
- A Market Place Event planned for September 2022, to showcase the various strands of work delivered by Birmingham YOS to Board Members and an opportunity to meet YOS staff.
- Exploring the potential to invite Board Members to training commissioned by the YOS.

The Independent Chair is tasked with updating Board member development. Where a collective desire to improve focus on a specific issue or issues arises the Chair and the Head of the YOS will add opportunities for development during the year.

10.3 Evidence-based Practice and Innovation

The primary aim of all developments and improvements happening within Birmingham YOS is to ensure that those we work alongside are supported to achieve the absolute best outcomes, this is at the very heart of what we do and what we stand for. This plan has identified a number of innovative developments and improvements delivered in 21-22 and planned for 22-23, that are underpinned by evidence, research, and other examples of best practice across the sector.

In 21-22 the Service:

- Held an all-staff conference. With 180 attendees, colleagues heard from Dr Alex Chard on the findings of his Punishing Abuse Report, The Chair of the YOS Partnership Board and the Deputy Police and Crime Commissioner for the West Midlands. As part of this day, we 'Re-Imagined Birmingham YOS as Outstanding' and the findings of round table conversations will be further informing future developments.
- A Service SharePoint Site was launched, a central point for policies, newsletters, YJB and Association of YOT Managers (AYM) Bulletins and all other service wide information.
- Monthly whole Service newsletters were introduced, streamlining communication across the Service. Within these successes are celebrated, key information is shared, new starters are introduced, training is communicated.
- A whole service RP training programme was delivered to support the move towards relationship based, trauma informed practices.

In 22-23:

- A new, child first Pre-Sentence Report Template was developed, this has been shared with other Youth Justice Service and was reported in a YJB Bulletin.
- AA delivery will be brought in house and daytime provision co-located at the Police Custody Suite.
- A child first/victim focussed Risk Management Policy will be developed and launched.
- Additional investment in education, training and employment has been committed.
- A YOS Health Taskforce has been established and will drive improvements in health services for our children. The YJB are interested in and supporting this workstream.

10.4 Looking Forward

This plan has set out detailed programmes of work for the Service in 22-23. High level Service priorities for 22-23 are as follows:

- Develop the YOS Prevention offer.
- Improve the multi-agency management of risk and safety and well-being.
- Tackle disproportionality where it exists across the service.
- Ensure that services to victims, including child victims, are considered in all cases, and are delivered well.
- Develop a Birmingham YOS culture and vision that secures quality and consistency of practice across the city.
- Ensure that the health needs of children involved with the service are fully assessed, understood, and responded to effectively.
- All children working with the YOS have access to education, training or employment that is appropriate and responsive to their needs.
- Developing a systemic approach to participation and engagement with all the people we provide services to.
- Improving governance, building a proactive and engaged partnership board.

The priorities above, which have been laid out within this plan, will be supported by other activity in year including:

- The commissioning of a new Case Management System within the Service.
- Establishing, delivering, and assessing the impact of a robust workforce development plan.
- Ensuring we continue to scan local and national publications to ensure the Service makes best use of the evidence and research available across and relevant to the sector.

11. Sign off, Submission and Approval

Chair of YJS Board <i>Approved on behalf of the Birmingham YOS Partnership Board</i>	John Drew
Date	27 th June 2022

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Appendix 1:

Board Member	Job title	Organisation
Alan Michell	Head of Service, Schools Admissions, Attendance, Exclusions and Pupil Tracking	Birmingham City Council
Andrew Blyth	Research and Information Manager	Birmingham Childrens Trust Youth Offending Service
Carol McCauley	Senior Strategic Commissioner Mental Health	NHS Birmingham and Solihull Clinical Commissioning Group
Catherine Cheshire	Assistant Head of Service	Birmingham Childrens Trust Youth Offending Service
Councillor John Cotton	Labour & Co-operative - Glebe Farm and Tile Cross Ward Cabinet Member - Social Justice, Community Safety and Equalities	Birmingham City Council
David Webb	Education, Training and Employment Strategy & Performance Manager	Birmingham Childrens Trust Youth Offending Service
Denise M Wilson	Head of Finance Birmingham Children's Trust	Birmingham Childrens Trust Finance
Dionne McAndrew	Assistant Director Vulnerable Young People	Birmingham Childrens Trust
Elaine Kirwan	Director of Nursing - Mental Health Services Clinical Lead - West Midlands Child and Adolescent Mental Health Service Provider Collaborative	NHS Birmingham and Solihull Clinical Commissioning Group
Emma Cooper	Head of Nursing Complex Care	NHS Birmingham and Solihull Clinical Commissioning Group
Glen Baynton	Probation Delivery Unit Head – Central, South Birmingham, West Midlands Region	Probation
Gordon Strachan	Commissioning & Brokerage Manager, Adult Social Care	Birmingham City Council
Hannah Redfern	Employment & Skills Lead Officer	Birmingham City Council
Janine Saleh	Head of Service	Birmingham Childrens Trust Youth Offending Service
Jennifer Pearson	Superintendent	West Midlands Police
Jenny Turnross	Director of Practice	Birmingham Childrens Trust
John Drew	Independent Chair	Independent Chair
Kate Albright	Assistant Head of Service	Birmingham Childrens Trust Youth Offending Service
Lincoln Moses	Community Member	Chairperson Holford Drive Community Sports Hub, Birmingham
Mamps Gill	Head of Innovation and Engagement (Midlands)	Youth Justice Board
Mary Spencer	Magistrate and Chair of Youth Court Panel	Her Majesty's Courts and Tribunals Service
Pamela A Powis	Senior Service Manager - Safer Places Neighbourhoods	Partnership, Insight and Prevention
Rachael Phillips	Assistant Head of Service	Birmingham Childrens Trust Youth Offending Service
Steve Howell	Head Teacher	City of Birmingham School
Tom McNeil	Assistant Police & Crime Commissioner for the West Midlands	Office of the Police and Crime Commissioner
Tracey Thomas	Assistant Head of Service	Birmingham Childrens Trust Youth Offending Service



Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training, or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing

SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution

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

Chair:	Cllr Kerry Jenkins
Deputy Chair:	Cllr Des Hughes (elect)
Committee Members:	Cllrs: Shabina Bano, Jilly Bermingham, Debbie Clancy, Shehla Moledina, Simon Morrall, and Penny Wagg Education Representatives: Justine Lomas, Roman Catholic Diocese, Osamugi Ogbe, Parent Governor, Rabia Shami, Parent Governor, and Sarah Smith, Church of England Diocese
Officer Support:	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 30th April 2026).
- 1.3 This report provides details of the proposed 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.
- 2.2 Notes the Inquiry proposal attached at Appendix 2 and receives a verbal update at the meeting following the decision of the Co-ordinating O&S Committee on the 8th July 2022.



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 Appendix 2 sets out the Inquiry proposed at the 15th June 2022 informal meeting. This will be considered by the Co-ordinating O&S Committee on the 8th July 2022.

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

It is suggested that the Committee approves 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).

ID Number	Title	Proposed Date of Decision
	There are currently none from the July 2022 Forward Plan.	

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

10.2 Appendix 2 – Inquiry Proposal

APPENDIX 1 - 2022-23 WORK PROGRAMME

Date of Meeting: Wednesday 20th July 2022

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) and Stocktake	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 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 11th July 2022

Publication: Tuesday 12th July 2022

Date of Meeting: Wednesday 7th September 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
SEND Improvement SEND Commissioner (tbc)	Update Report	Improvement Journey	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families John Coughlan, DFE Commissioner (tbc)	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 <i>This may include CYP Plan</i>
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 26th August 2022

Publication: Tuesday 30th August 2022

Date of Meeting: Wednesday 19th October 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
HTST Update (tbc)	Update Report	Update on the service delivery for Sep 2022.	Sue Harrison, Director, Children and Families	Sue Harrison, Director, Children and Families Mike Fagan, AD, Home to School Transport	None Required	
Work Programme Development / Inquiry	Decision	Approve work programme for 2022-23	Fiona Bottrill, Senior Overview and Scrutiny Manager	None	None Required	Work Programme Development

Final Deadline: Monday 10th October 2022

Publication: Tuesday 11th October 2022

Date of Meeting: Wednesday 30th November 2022

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
Birmingham Safeguarding Children's Partnership (BSCP)	Update Report	To receive the BSCP Two-Year Report and the Independent Chair's Accountability Report	Simon Cross Business Manager, BSCP	Penny Thompson, Independent Chair, BSCP Simon Cross Business Manager, BSCP		Last attended on 16 th February 2022

Final Deadline: Monday 21st November 2022

Publication: Tuesday 22nd November 2022

Date of Meeting: Wednesday 4th January 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Thursday 22nd December 2022

Publication: Friday 23rd December 2022

Date of Meeting: Wednesday 22nd February 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information
School Attainment	Update Report		Lisa Fraser, AD, Education and Early Years	Lisa Fraser, AD, Education and Early Years Alan Michell, Head of Service for Admissions, Attendance, Exclusions and Pupil Tracking		

Final Deadline: Monday 12th February 2023

Publication: Tuesday 13th February 2023

Date of Meeting: Wednesday 5th April 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Monday 27th March 2023

Publication: Tuesday 28th March 2023

Date of Meeting: Wednesday 17th May 2023

Item/ Topic	Type	Aims and Objectives	Lead Officer	Witnesses	Visits	Additional Information

Final Deadline: Monday 8th May 2023

Publication: Tuesday 9th May 2023

TO BE SCHEDULED:

1. Grand Challenges, City Observatory data indicators by committee remit
2. Children's Trust Update
3. Proposed inquiry: Child Exploitation and County Lines
4. Proposed joint inquiry with Health and Social Care O&S Committee: Children and Young People Mental Health
5. Visits

Appendix 2

Proposed by Overview and Scrutiny Committee	Education and Children's Social Care Overview and Scrutiny Committee
Title of Inquiry	Child Exploitation and County Lines
Aims and Objectives	<p>To understand how the Council, Children's Trust, Police, schools and Violence Reduction Partnership work together to address child criminal exploitation, County Lines and knife crime.</p> <p>Are services based on best practice?</p> <p>Possible focus to be discussed when scoping Inquiry:</p> <ul style="list-style-type: none"> • How does the voice of children and young people inform policy and services? • Consider focussing on prevention or protection / intervention • How is the Council working with schools to develop alternative to exclusions to reduce the risk of exploitation for children and young people?
Why is this Inquiry being proposed and desired Outcome?	<p>Information presented to the Education and Children's Social Care Overview & Scrutiny Committee in March 2022 showed that there were more children in Birmingham at risk of criminal exploitation than sexual exploitation. CMIS > Meetings</p> <p>Ofsted, the Care Quality Commission (CQC) and HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have today announced the focus for the programme of Joint Targeted Area Inspections. One of the themes that the JTAI will focus on is multi-agency response to the criminal exploitation of children.</p>
Other Relevant Information e.g. Links to other Overview & Scrutiny Committees	<p>The scope and governance relating to this inquiry will be agreed with partners.</p> <p>This Inquiry could link with the Birmingham Safeguarding Children's Partnership Annual Report to the Committee.</p> <p>Members of the Housing and Neighbourhood Overview and Scrutiny Committee may be interested in taking part in this inquiry as this Committee has the statutory function to scrutinise the work of the Community Safety Partnership.</p> <p>There was a Scrutiny Inquiry into Child Sexual Exploitation completed in 2014. This work may help inform this Inquiry.</p>

	<p>Further information that can inform the Inquiry include:</p> <p>The LGS Tackling Child Exploitation Resource Pack: Tackling child exploitation: resources pack Local Government Association</p> <p>Tackling Child Exploitation (TCE) Support Programme Key Lines of Inquiry:</p> <p>the Home Office Child Exploitation Disruption: Child exploitation disruption toolkit - GOV.UK (www.gov.uk)</p>
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