



BIRMINGHAM
**Safeguarding
Children**
PARTNERSHIP



Business Improvement Plan

Foreword



We are pleased to share with you the Birmingham Safeguarding Children Partnership (BSCP) Business Improvement Plan for 2023-25, setting out the safeguarding priorities to protect and promote the wellbeing of children and young people in Birmingham from the 1st April 2023. As the three statutory safeguarding partners, we work in close collaboration with the Birmingham Children's Trust, sharing equal responsibility for ensuring effective oversight and accountability for the implementation of the Business Improvement Plan.

In determining the four key priorities, we have reflected on progress and the challenges we have faced during the last two years, particularly the detrimental impact that the Covid-19 pandemic had on children's physical and mental wellbeing. We have consulted a wide range of partners to help identify and agree the key areas where we will focus improving partnership intervention over the next two years, to further strengthen our collaborative working arrangements to safeguard and protect children and young people across the city.

Priority 1: Ensuring effective implementation of 'Working together to Build Strong Family Foundations' (Childhood Neglect Strategy 2022-2026)

Priority 2: Assuring a coordinated and coherent inter-agency response to children impacted by domestic abuse and violence in families

Priority 3: Developing a joint approach to understanding and responding to children who are, and who become, invisible to services

Priority 4: Enhancing anti-discriminatory practice, by improving partnership focus on the work we do, in the context of equity, equality, diversity and inclusion

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

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Introduction

The Business Improvement Plan 2023-25 sets out on our shared ambition, purpose, principles, values and how we will hold partners and partnerships to account in implementing our safeguarding priorities over the next two years. This Plan complements and builds upon partnership collaboration overseen by Birmingham Children and Young People Partnership Board, we both have the same shared ambition for children and young people in the City. The Business Improvement Plan should be read in conjunction with the partnership's governance arrangements which were revised in February 2023.

Our Shared Ambition

"Birmingham, a great place to grow up."

Our Shared Purpose

Providing strong leadership and strong partnership assuring local delivery, partnership practice, shared risk and accountability, by:

- setting standards, providing guidance and procedures for multi-agency safeguarding practice and holding partners and partnerships to account;
- assuring sound practice with a positive impact on outcomes for children and young people;
- ensuring a programme of learning and development which supports leadership and practice whilst also learning from the best and from Local Child Safeguarding Practice Reviews;
- modelling a culture of evaluation, learning and continuous improvement;
- communicating effectively with the wider safeguarding system of organisations and individuals, including voluntary organisations and those who experience services;
- driving progress through Sub-Groups and work-streams which regularly account to our Executive Board;

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

Our Shared Principles

The work of the BSCP is based on four key shared principles:

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

Our Shared Values

As a partnership, all our work together is underpinned by our shared values and principles.

- **Openness:** - We are open and honest with each other, and with children, young people, families, and communities
- **Integrity:** - We take responsibility for our actions, and we keep the commitments we make to partners and to children, young people, and their families
- **Boldness:** - We support and challenge each other to take risks and we are committed to action, and making things happen
- **Collaboration:** - We value the contribution made by all our partners, we build and maintain good quality relationships with children, young people, and families
- **Learning:** - Our partnership will achieve the best possible outcomes for children and young people if we create opportunities to learn together as a system
- **Professional Curiosity:** - We will demonstrate appropriate professional curiosity in all our work in all our agencies

Our Shared Priorities

The Safeguarding Partners have identified four priorities for the next two years, which the Executive Board will oversee the effective implementation through its Business Improvement Plan 2023-2025.

Priority 1: Ensuring effective implementation of 'Working together to Build Strong Family Foundations'. (Childhood Neglect Strategy 2022-2026)

Priority 2: Assuring a coordinated and coherent inter-agency response to children impacted by domestic abuse and violence in families

Priority 3: Developing a joint approach to understanding and responding to children who are, and who become, invisible to services

Priority 4: Enhancing anti-discriminatory practice, by improving partnership focus on the work we do, in the context of equity, equality, diversity and inclusion

The golden thread that links these priorities is ensuring that the voice and lived experience of children and young people informs and influences the continuous improvement in partnership working across the city. Annually, the BSCP will reflect on progress and take account of emerging themes to refocus partnership activity on delivering on the priorities set out in the Business Improvement Implementation Plan.

The below delivery plan sets out key actions, desired outcomes and how progress will be evaluated over the next two years. The BSCP Executive Board will be responsible for the effective implementation and will formally publish an Annual Report detailing progress.



Two-Year Delivery Plan (1st April 2023- 31st March 2025)

Key Action (Year 1 & 2)	Desired Outcomes	Evidence of Progress	
Priority 1: Ensuring effective implementation of 'Working together to Build Strong Family Foundations' Strategy 2022-2026 (Childhood Neglect Strategy)			
<p>1. The BSCP to ensure effective implementation of 'Working Together to Build Strong Family Foundations (Birmingham Neglect Strategy 2022-2026). The strategy sets out our shared focus on children suffering, and at risk of neglect, emphasizing the importance of partnership working and early intervention.</p> <p>(Year 1)</p> <p>2. Neglect Operational Group to co-ordinate partnership collaboration and review progress on the four-year Neglect Delivery Plan.</p> <p>3. The Neglect Operational Group to be Co-Chaired by</p>	<p>Published Childhood Neglect Strategy.</p> <p>Leadership oversight of progress on the Neglect Delivery Plan.</p> <p>Co-Chairing and membership of Neglect Operational Group in place.</p> <p>Transparent strategic accountability for progress on the Neglect Delivery Plan.</p> <p>Children's Workforce can access good quality training and practice guidance.</p>	<p>The BSCP launched 'Working Together to Build Strong Family Foundations' Strategy at its annual Safeguarding Practitioners Conference in September 2022.</p> <p>Penny Thompson CBE Independent Chair is scheduled to present an Annual Accountability Report to the Safeguarding Leaders Assembly in April 2023.</p> <p>Annual update scheduled for Executive Board 21st September 2023.</p>	

<p>different safeguarding agencies to provide requisite strategic leadership. (Year 1)</p> <p>4. The BSCP Independent Chair to incorporate progress on the Neglect Strategy within the Annual Report presented to the Safeguarding Leaders Assembly in November 2023. (Year 1)</p> <p>5. L&D Sub-Group to embed the Neglect Toolkit within the multi-agency training offer to enhance understanding of childhood neglect and the use of the toolkit. (Year 1)</p> <p>6. L&D Sub-Group to oversee the commissioning and evaluation of NSPCC Graded Care Profile 2 (GCP2) Training. (Year 1)</p> <p>7. QIO Sub-Group to evaluate the implementation of learning from multi-agency audits in respect of neglect and relevant findings from the Ofsted inspection of Children's Services. (Year 1)</p> <p>8. QIO Sub-Group to evaluate impact of early intervention and support for vulnerable families at risk of neglect. (Year 1)</p>	<p>Effective delivery of GCP2 Training.</p> <p>Evidence of good safeguarding practice.</p> <p>Learning from Pilot embedded.</p> <p>Evidence of effective delivery of the Neglect strategy.</p> <p>Raise public awareness of neglect and how to access support.</p>		
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9. Neglect Operational Group to ensure that the independent evaluation on the neglect pilots conducted by the Child Centre for Research in Early Childhood informs the development of partnership practice. **(Year 1)**

10. Executive Board to receive a formal update on progress of Year 1 of the Neglect Delivery Plan on 21st September 2023.

(Year 1 & 2)

11. The BSCP to continue funding the Neglect Lead Manager for a third year. (2023/2024) **(Year 1)**

12. BSCP to develop and launch a Childhood Neglect campaign to counteract stigma around asking for help. **(Year 2)**

13. Neglect Operational Group to review and refresh of Neglect Toolkit and Guidance. **(Year 2)**

14. L&D Sub-Group in conjunction with Birmingham Children and Young Peoples Partnership to develop and deliver bespoke training for the 'Lead Practitioners' role in supporting 'Our Family Plans' by April 2024. **(Year 2)**

Priority 2: Assuring a coordinated and coherent inter-agency response to children impacted by domestic abuse and violence in families

1. The BSCP to contribute to the review and consultation on the new 'Domestic Abuse Reduction Strategy' being led by the Birmingham Community Safety Partnership in 2023, to ensure that safeguarding of children is promoted and the resourcing of services. **(Year 1)**

2. BSCP to receive assurance from the CASS & MASH Partnership Board on the quality of request for support, assessment of risk, application of Right Help, Right Time (RHRT) and appropriateness of decision-making regarding children living in violent households. **(Year 1)**

3. QIO Sub-Group to develop and oversee a multi-agency audit to examine the quality of assessments, management of risk, effectiveness of partnership decision making and intervention for children living in violent

Evaluation of the effectiveness of partnership intervention to tackle Domestic Abuse.

Reduction in the number of children assessed at risk of violence within the home.

Enhance safeguarding practice for children at risk of violence within the home.

Better assessment of risk to children living in violent households.

Evidence of effective implementation of Domestic Abuse Strategy and learning from case reviews.

Effective identification and prioritisation of partnership intervention based on risk.



<p>households to provide assurance that children are seen as victims in adherence to the Domestic Abuse Act 2021. (Year 1)</p> <p>4. L&D Domestic Abuse training module to promote the use of DASH/Barnardo's assessment tools as part of a holistic risk assessment. (Year 1)</p> <p>5. The BSCP to receive assurance from the Domestic Abuse Board on the effective implementation of the City's 'Domestic Abuse Reduction Strategy'. (Year 2)</p> <p>6. BSCP to effectively embed learning and practice improvement emerging from CSPRs, DHRs and audit activity through a series of webinars and Learning Lessons Bulletins. (Year 2)</p> <p>7. QIO Sub-Group to receive assurance of the effectiveness of the new MARAC and MAPPA arrangements in reducing risk to victims and children living in violent households. (Year 2)</p>	<p>Well trained children's workforce.</p> <p>Evidence of effective leadership and partnership engagement in tackling domestic abuse.</p>		
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<p>8. L&D Sub-Group to work in collaboration with the Domestic Abuse Board to develop a comprehensive Training Offer focused on children living in violent households. (Year 2)</p> <p>9. BSCP to seek assurance from the Domestic Abuse Board on the accountability arrangements for leadership, engagement of safeguarding partners in the effective implementation of the Domestic Abuse Reduction Strategy. (Year 1)</p> <p>10. The Domestic Abuse Board to provide a 12 month update on implementation of the Domestic Abuse Reduction Strategy (Year 2)</p>			
<p align="center">Priority 3: Developing a joint approach to understanding and responding to children who are, and who become, invisible to services</p>			
<p>1. BSCP to establish 'Children Out of Sight Group' reporting to QIO Sub-Group, Co-Chaired by Education and Health. (Year 1)</p>	<p>Enhance understanding and partnership intervention for those children invisible to universal services.</p>		

<p>2. 'Children Out of Sight Group' to review current universal offer to develop proposals to improve the early identification and intervention for these vulnerable children. (Year 1)</p> <p>3. BSCP to receive bi-monthly update from the Director of Children's Services (DCS) on the Elective Home Education Improvement Plan. (Year 1)</p> <p>4. BSCP to review and refresh 'Right Help, Right Time' threshold guidance to include invisible children. (Year 1)</p> <p>5. L&D Sub-Group to refresh RHRT eLearning Module to take account of new guidance on invisible children. (Year 1)</p> <p>6. BSCP to effectively embed learning and practice improvement emerging from CSPRs and audit activity through a programme of webinars and Learning Lesson Bulletins focusing on children hidden from view. (Year 2)</p> <p>7. QIO Sub-Group to receive bi-monthly updates on progress from the 'Children Out of Sight Group'. (Year 1 & 2)</p>	<p>Robust safeguarding arrangements for children Electively Home Educated.</p> <p>Evidence that learning from audits and reviews are effectively embedded.</p> <p>Enhanced guidance for safeguarding practitioners.</p> <p>Strategic accountability for safeguarding 'invisible children.'</p>		
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8. Children Out of Sight Group supported by QIO Sub-Group to develop and oversee a multi-agency dip sampling process to examine the areas identified as areas of concern where children become invisible to universal services. To identify learning and improve practice to support identification and support for children who have become invisible to services. **(Year 1)**

9. West Midlands (MASA) network to explore opportunities for regional collaboration around children who go out of sight and missing. **(Year 2)**

10. Public Health to commission a literature review of children who become out of sight to inform the Joint Strategic Needs Assessment. **(Year 2)**

Priority 4: Enhancing anti-discriminatory practice, by improving partnership focus on the work we do, in the context of equity, equality, diversity and inclusion

- 1.** Safeguarding Leaders Assembly to be convened twice yearly to focus on systemic improvement of safeguarding practice, within the context of equity, equality, diversity and inclusion. **(Year 1)**
- 2.** BSCP Independent Chair to act as Equity, Equality, Diversity and Inclusion Champion to provide independent scrutiny and challenge of the safeguarding arrangements. **(Year 1)**
- 3.** BSCP Independent Chair to attend the City Board and Birmingham Children and Young People's Partnership to provide support and challenge on behalf of children and young people. **(Year 1)**
- 4.** The BSCP in close collaboration with the national Child Safeguarding Practice Review Panel to host a webinar on Anti-discriminatory Practice, Intersectionality and Adultification. **(Year 1)**

Effective engagement of all 'Relevant Agencies' in the City's safeguarding arrangements.

Independent scrutiny of equity, equality, diversity and inclusion of the safeguarding arrangements.

Enhance front-line practitioners understanding and confidence in supporting and working with families from different cultural and religious backgrounds.

Assurance that equity, equality, diversity and inclusion are embedded within the safeguarding partnership arrangements.

Improved customer experience and accessibility through the new BSCP website.

Transparent Governance and accountability arrangements for safeguarding children.



<p>5. That equity, equality, diversity and inclusion are core elements of the Quality Assurance Programme (2023/24) for approval by the Executive Board in May 2023. (Year 1)</p> <p>6. The BSCP to launch its new Website by April 2023 to improve engagement with children, families and practitioners, ensuring compliance with 'Web Content Accessibility Guidelines'. (Year 1)</p> <p>7. The BSCP Executive Board to present its Triennial Report to the Birmingham Children and Young People Partnership, Health and Wellbeing Board and the Education and Children Social Care Overview and Scrutiny Committee by September 2023. (Year 1)</p> <p>8. L&D Sub-Group Training Offer 2023/24 to enhance understanding and agencies response to children, where religion and culture are a feature. (Year 1)</p> <p>9. BSCP to fund Faith Project Coordinator post for an additional period 2023/24. (Year 1)</p>	<p>Comprehensive Safeguarding Training Offer for front-line practitioners.</p> <p>Established DSL network for places of worship in Birmingham.</p> <p>Faith DSLs across the region have access to safeguarding guidance and training.</p> <p>BSCP representation on Birmingham Faith Covenant Partnership.</p> <p>Regional collaboration on sharing good practice on equity, equality, diversity and inclusion to improve safeguarding practice.</p> <p>Project Evaluation to be shared to help inform and develop similar Faith based projects across the region.</p>		
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10. BSCP to work in close collaboration with the Birmingham Council of Faiths to develop a Safeguarding Toolkit, bespoke training to support the establishment of a Designated Safeguarding Leader (DSL) Network for all places of worship in Birmingham to access safeguarding advice and support.

(Year 2)

11. BSCP to work in collaboration with the West Midlands Violence Reduction Partnership and Faith Alliance to create a regional training repository for Faith based organisations to access to safeguarding training. **(Year 2)**

12. BSCP to become members of the Birmingham Faith Covenant Partnership to assist in delivery of the safeguarding commitments set out in the Faith Covenant.

(Year 2)

13. BSCP to Co-Chair the West Midlands MASA Network to develop, share and disseminate regional good practice around equity, equality, diversity and inclusion **(Year 2)** and disseminate regional good

<p>practice around equity, equality, inclusion and diversity. (Year 2)</p> <p>14. BSCP to contribute to the continued development of the Regional Safeguarding Procedures Group consortium to deliver on-line safeguarding policies, procedures, and guidance where equity, equality, diversity and inclusion are central components. (Year 2)</p> <p>15. The BSCP to work in close collaboration with Birmingham Council of Faith on the delivery and evaluation of the 'Safeguarding in Faith Communities Project'. (Year 2)</p>			
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Glossary of Terms

1. **CASS – Children’s Advice and Support Service, Birmingham Children’s Trust**
2. **DCS – Director of Children’s Service, Birmingham City Council**
3. **L&D Sub-Group – Learning and Development Sub-Group**
4. **QIO Sub-Group – Quality Impact and Outcomes Sub-Group**
5. **MAPPA – Multi-Agency Public Protection Arrangements**
6. **MARAC – Multi-Agency Risk Assessment Conference**
7. **MASH – Multi-Agency Safeguarding Hub**
8. **NSPCC Graded Care Profile 2 – Childhood Neglect Assessment Tool**
9. **RHRT – Right Help, Right Time, Guidance for those working with children and families in Birmingham**



www.lscpbirmingham.org.uk

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