Governance Arrangements
## Contents

Foreword ................................................................................................................................................ 1
1. Introduction and Context .................................................................................................................. 2
2. Transitional Arrangements ................................................................................................................ 5
3. Overview of our New Arrangements ................................................................................................. 6
4. Our Ambition, Principles and Priorities ............................................................................................ 7
5. Birmingham Safeguarding Children Partnership .............................................................................. 9
6. Relationship with other Strategic Partnerships ............................................................................ 12
7. Escalating Concerns and Dispute Resolution ................................................................................. 13
8. Voice of the Child ............................................................................................................................. 13
9. Information Sharing and Data Protection ....................................................................................... 13
10. Local Child Safeguarding Practice Reviews ................................................................................ 14
11. Engagement and Communication ................................................................................................ 15
12. Funding and Business Support Unit ............................................................................................. 15
13. Quality Assurance, Scrutiny and Accountability .......................................................................... 16
14. Business Improvement Plan and Annual Report ........................................................................ 18
Appendices ........................................................................................................................................... 20
Foreword

With a population distribution that merits the title of the youngest city in Europe, safeguarding Birmingham’s children and young people is a formidable duty which must be treated with the gravity it deserves.

In this document, we outline the new multi-agency safeguarding arrangements that will be adopted in Birmingham from 1st April 2019. It explains how the Safeguarding Partners in the city have agreed to fulfil their duties under the Children Act 2004 (as amended by the Children and Social Work Act 2017) and adhere to the guidance in Working Together to Safeguard Children 2018.

The multi-agency safeguarding arrangements will be known as the Birmingham Safeguarding Children Partnership (BSCP) and are built on foundation of the substantial improvements already made to the function, structure and effectiveness of the Birmingham Safeguarding Children Board.

The three Safeguarding Partners for the city of Birmingham are:

- Birmingham City Council
- Birmingham and Solihull Clinical Commissioning Group
- West Midlands Police.

As the Safeguarding Partners, we will share equal responsibility for execution and oversight of the BSCP, enabling a common purpose and agreed behavioural values to reinforce shared priorities. We recognise that to be strong and effective, the Partnership must engage the right people. We have worked collaboratively with a wide range of partners across the city to identify the organisations and agencies which need to be involved to safeguard and promote the welfare of Birmingham’s children and young people. These partners are known as ‘relevant agencies’.

The BSCP views ‘partnership’ as a verb and agencies will be expected to work together, share and co-own the vision of how to achieve improved outcomes for vulnerable children and young people in Birmingham. BSCP will promote appropriate support and challenge between partners; ensuring that leaders and staff within every organisation are held to account. We will also create the conditions to develop a transparent learning culture, driving best collaborative practice for good and outstanding outcomes for children and young people.

All our work will be underpinned by a consideration of the views and experiences of Birmingham’s children and young people. We acknowledge that the new arrangements will only be effective if they make a difference to the wellbeing of Birmingham’s children and young people and ask for help from professional partners and citizens of Birmingham in making this a reality.

Dawn Baxendale  
Chief Executive  
Birmingham City Council

Paul Jennings  
Accountable Officer  
Birmingham and Solihull Clinical Commissioning Group

David Thompson  
Chief Constable  
West Midlands Police
1. Introduction and Context

Introduction

Safeguarding and protecting children and young people is everyone’s responsibility. Through collaborative working across organisations and agencies who work with children, young people and families, including those who work with parents and carers, the ambition of our arrangements is that everyone is able to recognise, respond and fulfil their responsibilities to children, young people and families in order to build their resilience and ensure that the children and young people are safeguarded.

This plan outlines the multi-agency safeguarding arrangements that will be adopted in Birmingham from 1st April 2019 to coordinate partnership working to safeguard and protect children and young people around the city. The emphasis will be on building children’s resilience, putting children at the centre of the system and by every individual and agency playing their full part. Organisations, agencies and practitioners should be aware of, and engaged in the implementation of this plan.

Legislative Framework

*Working Together to Safeguard Children (2018)* clarifies that the three Safeguarding Partners in relation to a local authority area are defined under the Children Act 2004 (as amended by the Children and Social Work Act 2017) as:

- the local authority
- a clinical commissioning group for an area, any part of which falls within the local authority area
- the chief officer of police for an area, any part of which falls within the local authority area

Each has a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

To fulfil this role, the three Safeguarding Partners must set out how they will work together and with any ‘relevant agencies’.

‘Relevant agencies’ are those organisations and agencies whose involvement the Safeguarding Partners consider may be required to safeguard and promote the welfare of children with regard to local need. In Birmingham Chief Executives, Chief Officers and strategic safeguarding leaders from the three statutory ‘Safeguarding Partners’ and ‘relevant agencies’ are actively engaged in both the Executive Board and Safeguarding Leaders’ Assembly.

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how
to achieve improved outcomes for vulnerable children

- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families
- local data from all agencies is developed to strategically identify and respond to the underlying conditions and factors that lead to the need for help and protection.

In order to work together effectively, Safeguarding Partners, with other local organisations and agencies should develop processes that:

- facilitate and drive action beyond usual institutional and agency constraints and boundaries
- ensure the effective protection of children is founded on practitioners developing lasting and trusting relationships with children and their families.

To be effective, these arrangements should link to other strategic partnership work happening locally to support children and families. This will include other public boards, including Health and Wellbeing, Adult Safeguarding, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and Multi-Agency Public Protection Arrangements.

The Birmingham Safeguarding Children Partnership arrangements reflect the fundamental legislative changes to the Children Act 2004 (as amended by the Children and Social Work Act 2017) which are covered within *Working Together to Safeguard Children (2018).*

**Local Context**

Birmingham is a super-diverse city and the second largest in the UK, with an estimated population of over 1,141,000 residents. Around 42% of the population comes from a minority ethnic group, with approximately 50 languages spoken. The vibrant heart of the city is home to iconic buildings such as Grand Central, the Library of Birmingham and Selfridges.

The city stretches from Villa Park in the north, to Longbridge Technology Park in the south, and is home to the famous Bullring Shopping Centre. With accessibility to air and rail transport links to the rest of the UK and beyond, living in Birmingham can be both challenging and exciting.
In 2017, Birmingham Safeguarding Children Board (BSCB) acted decisively by reshaping the safeguarding arrangements to take account of the changing partnership landscape in the city, and the Government’s response to the ‘Wood Review’ on the future role and function of LSCBs, published in March 2016. Much of the groundwork had already been done: BSCB had streamlined and strengthened current safeguarding partnership arrangements to facilitate the transition to the new arrangements, taking account of the ‘Wood Review’ and emerging good practice from Ofsted inspections and the LGA Peer Review programme of LSCBs.
BSCB has forged closer links with the Birmingham Early Help Partnership, enhancing system leadership and partnership collaboration to combat Child Exploitation. We have continued to build capacity, concentrating on workforce development and evaluating the quality of safeguarding practice.

Multi-Agency Safeguarding Arrangements Early Adopter Programme

Birmingham is leading a project to develop a regional framework and guidance for Local Child Safeguarding Practice Reviews, in collaboration with the 13 other local authority areas in the wider West Midlands. Funded by the Department for Education (DfE) as part of its ‘Multi-Agency Safeguarding Arrangements Early Adopter’ programme, we have developed, piloted and evaluated a regional approach to ‘Rapid Reviews’ and also undertaken a comprehensive thematic review of Serious Case Reviews to identify good practice. This has allowed us to develop a regional framework and guidance for the new Child Safeguarding Practice Reviews, which will replace the former Serious Case Review system. The launch of the regional guidance will be accompanied by training for practitioners.

2. Transitional Arrangements

Child Death Reviews

During the transition to the new Child Death Review arrangements, which are scheduled to be launched by the 29th September 2019, the Safeguarding Partners have agreed to retain the existing Child Death Overview Panel process. The new Child Death Review arrangements are subject to a separate process, led by Birmingham City Council and Birmingham and Solihull Clinical Commissioning Group.

Safeguarding Procedures and Policy

Birmingham Safeguarding Children Partnership will continue to be active members of the Regional Safeguarding Procedures Group and will Co-Chair this regional forum from 1st April 2019, providing up to date online guidance and policies for frontline practitioners.

Serious Case Reviews

Birmingham Safeguarding Children Board (BSCB) is formally handing over six cases to the new Safeguarding Partnership arrangements. These reviews will be completed in accordance with existing LSCB procedures and Working Together to Safeguard Children (2015).

Threshold Document

The current threshold document – Right Help, Right Time – was refreshed in January 2018 and will be transferred to the new safeguarding arrangements and refreshed as part of the Safeguarding Partners work programme.
Training and Development

The Safeguarding Partners have ratified a multi-agency safeguarding training programme for 2019/20 targeted at the children’s workforce in Birmingham. The comprehensive training programme will be reviewed and evaluated throughout the year to inform the continued development of the learning and development framework.

Website

The LSCB website will transfer to the new safeguarding arrangements on 1st April 2019 (www.lscp*birmingham.org.uk) and management of the site will be administered on behalf of the Safeguarding Partners by the BSCP Business Support Unit.

Transfer of LSCB Records

The LSCB Business Support Unit is currently preparing the transfer of all relevant data, information and pertinent historical records to the Safeguarding Partners. The handover process will be compliant with the Data Protection Act 2018, LSCB Archiving Policy and the General Data Protection Regulation, and there will be a clear audit trail for the handling of all documentation.

3. Overview of our New Arrangements

From 1st April 2019 the new multi-agency safeguarding arrangements will be known as the Birmingham Safeguarding Children Partnership (BSCP).

Our Geographical Boundaries

The geographical boundaries of the new multi-agency safeguarding arrangements will mirror Birmingham City Council’s local authority area.

Leadership Role of the Three Safeguarding Partners

In Birmingham, the Safeguarding Partner organisations and their lead representatives are:

- Birmingham City Council – Chief Executive
- Birmingham and Solihull Clinical Commissioning Group – Chief Executive
- West Midlands Police – Chief Constable.

All three Safeguarding Partners have equal and joint responsibility for local safeguarding arrangements underpinned by equitable and proportionate funding, including through any contributions from ‘relevant agencies’.

Locally, the lead representatives have delegated their functions to the:

- Director of Education and Skills (Birmingham City Council)
- Chief Nurse (Birmingham and Solihull Clinical Commissioning Group)
- Detective Chief Superintendent, Public Protection (West Midlands Police).
These Safeguarding Partners have the responsibility and authority for ensuring full participation with the Birmingham Safeguarding Children Partnership arrangements, though the lead representatives remain accountable for any actions or decisions taken on behalf of their respective agency.

The lead representatives and those they have delegated their authority to, are able to:

- Speak with authority for the safeguarding partner they represent
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Relevant Agencies

The strength of local partnership working is predicated on Safeguarding Partners working collaboratively with ‘relevant agencies’, whose involvement the Safeguarding Partners consider is required to safeguard and promote the welfare of children. Chief Executive Officers and strategic safeguarding leaders from all ‘relevant agencies’ are invited to be members of the Safeguarding Leaders’ Assembly, to ensure strategic buy-in and coordination of operational engagement to better target inter-agency intervention to support to children and families. This model of local engagement helps develop a shared understanding of the risks and emerging needs, to focus partnership action on improving outcomes for children.

Engaging Schools, Colleges and other Educational Establishments

We recognise that Early Years settings, schools, colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. Our three Safeguarding Partners have, therefore, included all schools (including independent schools, academies and free schools), colleges and educational providers as ‘relevant agencies’. The city has an established a ‘Safeguarding in Education Group’ which brings together key representatives from across the education sector to share good practice, coordinate the annual Section 175 Safeguarding Education Self-Assessment and respond collectively and quickly to emerging safeguarding issues as they arise.

The Chairs of Early Years, Primary, Secondary, Post-16 and Special Schools Forums represent the different aspects of the educational system that have been invited to join the Safeguarding Leaders’ Assembly.

A full list of ‘relevant agencies’ is included in Appendix 1.

4. Our Ambition, Principles and Priorities

Our new safeguarding arrangements bring organisations and agencies together to collaborate, share and co-own the vision of how to achieve improved outcomes for vulnerable children in Birmingham.

The ambition, principles and priorities for the new Partnership have been considered by the Safeguarding Partners and by representatives of the organisations who will be deemed ‘relevant agencies’ under the new arrangements. These conversations found a widespread consensus
that the new Partnership should build on the good work of the BSCB and should adopt the same ambition and principles.

**Our Ambition**

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

**Our Purpose**

Our Partnership will support and enable local organisations and agencies to work together to safeguard and promote the welfare of our city’s children by:

- setting standards and procedures for multi-agency practice;
- promoting working together in practice supported by behaviours of openness, respect and trust;
- 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 development;
- 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.

**Our Principles**

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

- *Effective Partnership Working:* Committed to effective collaborative partnership working which delivers the best possible protection of children in this young, diverse, creative city.

- *Focus on the Family:* Supporting families to enable their children to flourish and learn in preparation for a long, productive, happy, life.

- *Committed to Early Help:* Recognising that those with economic, health and other disadvantages will need additional support to achieve the same outcomes as their peers.

- *Promotion of a Learning Culture:* Operating as a learning system; open and ambitious to improve.
Our Priorities

The Safeguarding Partners have identified four priorities for the new Partnership. These build on the work of the former BSCB but also take into account emerging issues for the city and for the organisations working to safeguard its children. The four key priorities are:

Priority 1: Strong Leadership and Strong Partnership;

Priority 2: Continuous Improvement of Child Protection Practice across the system and in all agencies;

Priority 3: Developing an effective multi-agency response to Contextual Safeguarding, recognising exploitation of young people in all its forms;

Priority 4: Evidencing the impact of the new Safeguarding Children Partnership.

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.

5. Birmingham Safeguarding Children Partnership

Organisational Structure

The new Safeguarding Partnership has taken account of the changing strategic leadership and partnership landscape across the city, to streamline and strengthen the governance and accountability arrangements aimed at continuously improving outcomes for children and young people in Birmingham.

The Partnership will report to the Birmingham Children’s Partnership (BCP) which has Chief Executive level representation from across this city.\(^1\) The BCP will provide leadership and take responsibility for co-ordinating the work of all of the key strategic partnerships for children and young people.

The Partnership’s Executive Board, with support from the Safeguarding Leaders’ Assembly, will oversee the smooth transition and the transfer of statutory responsibilities to the new arrangements. The Partnership has a key role in coordinating and ensuring the effectiveness of local work to safeguard and promote the welfare of children and young people; however each agency retains their existing lines of accountability for individual and organisational performance.

---

\(^1\) This includes Birmingham City Council, Birmingham and Solihull CCG and West Midlands Police as well as Birmingham Children’s Trust, Birmingham Community Healthcare NHS Foundation Trust, Birmingham Women’s and Children’s NHS Foundation Trust, an education sectors representative, and the Independent Chair of the BSCP.
Executive Board

The Executive Board provides strategic oversight of the new multi-agency safeguarding arrangements, co-ordinating safeguarding services and evaluating the effectiveness of partnership working. The Executive Board will be chaired by an Independent Scrutineer, appointed by the Safeguarding Partners, with the strategic lead from West Midlands Police performing the role as Vice-Chair.

The Executive Board will meet bi-monthly to provide strategic direction, challenge and oversight on implementation of the priorities set out in the Business Improvement Plan 2019/21. The three nominated representatives of the Safeguarding Partners are all members of this Executive Board along with representatives from the Safeguarding Partners who are responsible for leading the Partnership’s Sub-Groups. An elected member of Birmingham City Council will act as a participant observer. Details of membership of the Executive Board can be found at Appendix 2.

Safeguarding Leaders’ Assembly

A Safeguarding Leaders’ Assembly was introduced in 2017 as part of the city’s response to the ‘Wood Review’. This twice-yearly meeting brings together Chief Executives, Chief Officers and Strategic Safeguarding Leaders from Safeguarding Partners and all ‘relevant agencies’ to share good practice, discuss emerging safeguarding challenges and agree a collective way forward and importantly to evaluate progress on implementation of the share priorities set out in the Business Improvement Plan. The main focus in the twelve months ahead will be to seek assurance that the new safeguarding arrangements have been effectively embedded.
Sub-Group Structure

The Executive Board is supported by a Sub-Group structure to specifically fulfil the statutory requirements of embedding learning from child deaths and serious cases and commissioning of inter-agency and multi-agency training and audits.

As part of establishing the new governance and accountability arrangements, the existing chairing and membership has been enhanced to provide continuity and to strengthen representation and engagement throughout the partnership structure to achieve the right balance, of skills, experience and expertise from Safeguarding Partners and ‘relevant agencies’. Terms of Reference for each Sub-Group can be found at Appendix 3.

Learning and Development Sub-Group

We are committed to enhancing frontline safeguarding practice. To support this, our Learning and Development Sub-Group will oversee the commissioning and evaluation of multi-agency safeguarding training and workforce development. The Executive Board has endorsed a Multi-Agency Safeguarding Training Offer for 2019/20, which will deliver 180 courses, on 17 topics creating over 3,550 training places. As part of an annual seminar and conference programme, a Practitioners Conference is planned for 25th June 2019, focusing on ‘tackling childhood neglect’.

Child Safeguarding Practice Review Sub-Group

The Sub-Group oversees commissioning of independent reviews where a child dies or is seriously injured and child abuse is suspected to be a contributing factor. Whenever these cases come to our attention, a Rapid Review will be immediately undertaken to maximise learning and ascertain if there are national implications or whether a Local Child Safeguarding Practice Review should be commissioned to identify and cascade learning to front-line practitioners. The group will also be responsible for ensuring that agencies are able to demonstrate how the learning has been implemented and what difference it has made to improving partnership practice.

Quality, Impact and Outcomes Sub-Group

We are committed to using effective outcome and performance measures that are capable of providing meaningful analysis of system and practice improvement. The Quality, Impact and Outcomes Sub-Group oversee a programme of quality assurance, audit and scrutiny of partnership safeguarding practice. The Partnership has developed a ‘Quality Assurance Framework’ triangulating quantitative, qualitative and experiential data, to assist in evaluating the effectiveness of partnership intervention in improving outcomes for children and families.

Child Death Overview Panel

Birmingham City Council and Birmingham and Solihull Clinical Commissioning Group will take over strategic responsibility for the review of all child deaths under the age of eighteen. From 29th June 2018, the Child Death Review partners have up to 12 months to agree the new arrangements. During this transitional period, the Child Death Overview Panel will continue to fulfil its statutory function, identifying emerging public health trends. When the new arrangements begin to operate, the former LSCB must complete the review of all outstanding cases by 29th January 2020.
6. Relationship with other Strategic Partnerships

Our new multi-agency safeguarding arrangements complement the citywide work that has been undertaken to clarify lines of accountability and the performance of strategic partnership arrangements.

Our Partnership will report to the Birmingham Children’s Partnership (BCP) which has Chief Executive level representation from across this city. The BCP will provide leadership and take responsibility for co-ordinating the work of the below key strategic partnerships:

- Health and Wellbeing Board
- Birmingham Safeguarding Children Partnership
- Housing Birmingham Partnership
- Youth Offending Board
- Birmingham Community Safety Partnership
- Greater Birmingham and Solihull Local Enterprise Partnership
- Birmingham Early Help Partnership

A joint protocol is being prepared to define the relationships between and strategic priorities of the key partnerships in Birmingham. BSCP will also work closely with partnerships beyond this list where their work interfaces with ours. This includes Birmingham Safeguarding Adults Board, the Channel Panel, Local Family Justice Board, Gangs Strategic Board, Contextual Safeguarding Board, Birmingham Early Help Partnership, Safeguarding in Education Group, Strategic Health Forum and Multi-Agency Public Protection Arrangements.

2 This includes Birmingham City Council, Birmingham and Solihull CCG and West Midlands Police as well as Birmingham Children’s Trust, Birmingham Community Healthcare NHS Foundation Trust, Birmingham Women’s and Children’s NHS Foundation Trust, an education sectors representative, and the Independent Chair of the BSCP.
7. Escalating Concerns and Dispute Resolution

The safeguarding arrangements outlined in this document have been developed collaboratively and adopted by the three Safeguarding Partners and ‘relevant agencies’. We aim to operate our partnership in a consensual manner and avoid unnecessary disputes. However, we have also put in place processes whereby partners – and individuals within these partner agencies – can raise concerns and disputes can be resolved. The Partnership revised and published its Resolution and Escalation Protocol in March 2019.

8. Voice of the Child

The voice of the child is at the heart of the Partnership. All our work will be underpinned by a consideration of the views and experiences of Birmingham’s children and their families. We will draw on information from a wide range of sources to build up a comprehensive picture of their aspirations and concerns. This will include:

- consultation on new policy and procedures
- incorporation into our Quality Assurance Framework
- seeking the views from looked after children
- acting upon the analysis of findings from citywide pupil surveys
- engaging with the city’s Youth Parliament
- seeking assurance from agencies on how they listen and respond to the views of children
- encouraging children and families’ participation in Local Child Safeguarding Practice Reviews to maximise the opportunity to learn.

9. Information Sharing and Data Protection

We recognise the crucial importance of effective information sharing to facilitate accurate and timely decision making for children and families. Our formal procedures provide detailed guidance on when and how to appropriately share information. Our threshold guidance ‘Right Help, Right Time’ provides front-line professionals with simple guidance on the practical application of information sharing. We have also adopted and made a commitment to promote three key principles for information sharing:

1. We are committed to gaining the informed consent of children and/or parents when we wish to share their confidential/personal information.

2. We will respect the wishes of those who do not give consent, except where safety may be at risk or when it is inappropriate to seek their agreement.

3. In each case we will record the: necessity; proportionality; relevance; adequacy; accuracy; timeliness; and security of the information shared. We will take reasonable steps to obtain consent, and if not given, we will record why we believe safety may be at risk, or why it was inappropriate to seek their agreement.

The Partnership is a signatory to the Birmingham Children’s Collaborative Working Information Sharing Framework/Policy published in March 2019, which describes the personal data shared
between organisations for the purpose of safeguarding and promoting the welfare of children and young people and their families. This will facilitate the use of information for the evaluation of provision and improvement of services.

The Partnership will ensure confidentiality and compliance with Data Protection Registration and requirement under the General Data Protection Regulation 2018 (GDPR).

Members of the Partnership will make appropriate arrangements to ensure that it complies with the provisions of the Freedom of information Act 2000.

10. Local Child Safeguarding Practice Reviews

Responsibility for how our system learns lessons from serious child safeguarding incidents rests with our three Safeguarding Partners and will be overseen in practice by our Child Safeguarding Practice Review Sub-Group, reporting to the BSCP Executive Board.

As part of the DfE ‘Early Adopter’ programme, Birmingham has led the development of shared regional process for commissioning and undertaking local Child Safeguarding Practice Reviews in the wider West Midlands. We have produced detailed practice guidance which provides professionals with a step–by-step guide on all aspects of Local Child Safeguarding Practice Review process as prescribed in Working Together to Safeguard Children 2018.

In Birmingham there is an explicit commitment to publish, share and embed the findings. A ‘Publication and Media Planning’ (Gold Group) meeting is convened to oversee publication and effectively liaise with family members’ subject of the review and practitioners involved in the case.

The full report is sent to the National Panel, Ofsted and the Secretary of State a minimum of seven working days prior to publication and subsequently shared with the NSPCC for inclusion in their national repository. Reports will be made available to read and download from our website for at least three years and archived reports, will be available on request.

Maximising learning

The purpose of a local Child Safeguarding Practice Review is to identify and inform improvement in safeguarding practice. The partnership have established a dedicate team of experts to oversee the commissioning arrangements and ensuring that learning leads to improvement in front-line practice. A clear plan for disseminating and sharing the learning from the review with all ‘relevant agencies’ is developed for each case. An ongoing programme of training targeted at practitioners focus on emerging key themes and learning from reviews to improve practice. For every review we will produce a ‘Learning Lessons Briefing’: this will provide a short summary of the background to the case, identify key learning and highlight areas for practice improvement for use in team meetings and/or supervision sessions.

---

3 Working Together 2018 defines serious child safeguarding cases are those in which abuse or neglect of a child is known or suspected and the child has died or been seriously harmed. Serious harm includes (but is not limited to) both impairment of physical health and serious / long-term impairment of a child’s mental health or intellectual, emotional, social or behavioural development.
The Partnership regularly audit agency implementation of learning to ensure that the necessary improvement happens, and will regularly monitor and follow up actions to ensure improvement is sustained.

### 11. Engagement and Communication

Our Partnership structures are designed to promote engagement with all those involved in safeguarding our city’s children. The Partnership will launch its new website on 1\textsuperscript{st} April 2019, to facilitate the sharing information about the Partnership’s work and cascade safeguarding practice guidance and advice to all professionals, from senior and middle managers to frontline practitioners. We will also share the learning from our audit programme and Local Child Safeguarding Practice Reviews.

Through our regular communications, website and Twitter feed we will also pro-actively reach out to the public so they are aware of what they can do, and who they should contact, if they feel a child in our city is at risk. As part of this, we plan to build on the LCSB’s awareness raising campaign ‘Keeping Children Safe is Everybody’s Business’. Focused on preventing child abuse and neglect, this campaign was launched in 2017/18 and intended to be a year-long campaign. However, following a positive evaluation, the campaign has been extended into 2019/20.

### 12. Funding and Business Support Unit

The work of the Partnership will be supported by a dedicated Business Support Unit hosted by Birmingham Children’s Trust. The roles within the Unit have been reviewed to ensure they are suitable to support the new safeguarding structure.

The Safeguarding Partners are committed to equitable and proportionate funding of the Business Support Unit and the work of the Partnership as a whole. All partners have confirmed their intention to sustain similar levels of financial support for the new multi-agency safeguarding arrangements for 2019/20, which including the cost of commissioning Local Child Safeguarding Practice Reviews. A breakdown of the proposed agency financial contribution towards the Birmingham Safeguarding Children Partnership budget 2019/20 is detailed below, which was ratified at the MASA Executive Board in May 2019.

#### Proposed contributions for Birmingham Safeguarding Children Partnership Budget 2019/20

- Birmingham Children’s Trust: £193,058.00
- Birmingham & Solihull CCG: £392,500.00
- West Midlands Police: £7,656.00
- SWM Community Rehabilitation Company: £7,000.00
- National Probation Service: £550.00
- CAFCASS: £41,453.00
Birmingham City Council and Birmingham Children’s Trust both make a significant in-kind contribution in the form of provision of office accommodation and IT, Legal, Financial and HR support of the Partnership’s Business Support Unit.

13. Quality Assurance and Independent Scrutiny

To ensure our safeguarding arrangements are effective, we have established a number of mechanisms to hold both the Partnership, and its partners, accountable. We have also established an independent scrutiny role and made a commitment to regular reporting.

Independent Scrutineer

An Independent scrutineer has been appointed by the safeguarding partners to help judge the effectiveness of multi-agency arrangements to safeguard and promote the welfare of children in Birmingham. This will include providing strategic oversight of the arrangements to identify and review serious child safeguarding cases, Penny Thompson CBE the current LSCB Independent Chair has agreed to undertake the new role, chairing the new Partnership Executive Board. This will provide continuity and challenge during this transitional period.

These arrangements for independent scrutiny will be examined as part of a formal six month review of our partnership arrangements and subject to a more detailed evaluation after our first year of operation.

Independent Lead Reviewers

To ensure robust and independent scrutiny, an Independent Lead Reviewer will be appointed to manage all local Child Safeguarding Practice Reviews undertaken in Birmingham. The Lead Reviewer will manage the review process, chair meetings of the Review Team, facilitate the Reflective Learning Workshops and author the final report.

As part of the ‘Early Adopter’ project, we have initiated work to develop a regional pool of external consultants from which to draw Lead Reviewers. These individuals will be expected to pass a rigorous selection process to ensure their work meets agreed regional quality standards.

Inter-agency Challenge and Feedback

We will foster a culture of challenge in which partners hold each other to account whilst also supporting each other to improve. Indeed, our Partnership arrangements are designed to facilitate professional challenge at all levels across the safeguarding system. The Independent Scrutineer hosts a quarterly ‘Practitioners Forum’ to consult front-line staff about new safeguarding initiatives and get direct feedback from a broad cross section of the children’s workforce in Birmingham.

Quality Assurance Framework

The Partnership have developed a Quality Assurance Framework that will provide with assurance on the effectiveness of the multi-agency safeguarding arrangements, utilising a wide range of quantitative, qualitative and experiential data. The framework incorporates important learning from Peer Reviews and the findings from inspection by single agency inspectorates or Joint Targeted Areas Inspections.
This Framework sets out how the Quality Assurance function will be undertaken. The Partnership has established a dedicated Quality, Impact and Outcomes Sub-Group to evaluate the effectiveness of and support improvements in policy, procedure and practice.

By triangulating data we build a more holistic picture of safeguarding performance and gain a much better understanding of ‘what difference we have made’ (through our services, strategies and intervention) to the lives of children and their families:

- What difference have the interventions and services made to their lives?
- Are things better as a result, and in what way?
- Do the professionals working with the families agree with them?

**Partnership Engagement**

Multi-agency partners actively contribute to the Quality Assurance Framework to gain a collective understanding of performance and identify areas for improvement by:

- Sharing the findings from external inspections and internal Quality Assurance outcomes to inform learning and practice;
- Providing analysis of their agency’s data and trends to the Quality, Impact and Outcomes Sub-Group on a quarterly basis;
- Bringing together subject matter experts and operational managers from a range of organisations to provide a reactive team to quickly undertake reviews on areas requiring improvement, to identify learning and outcomes;
- Engaging frontline practitioners and their managers in a programme of multi-agency case file audits;
• Utilising surveys / direct conversations with partner agencies and children and young people to see how effectively the arrangements are working, enabling sharing of information, in particular good practice, and ensuring learning is being embedded;

• Carrying out statutory self-assessment of safeguarding partners (Section 11) on a bi-annual basis, utilising a tool developed with regional partners;

• Carrying out a Safeguarding in Education self-assessment (Section 157/175) on an annual basis (Education Settings);

• Further developing the peer review process to enable partners to engage in transparent and open conversations to challenge and learn from each other’s safeguarding practice;

• Providing feedback from the direct work with families about their experience and what they have done to implement learning. Ascertaining how effectively local arrangements are working for them.

14. Business Improvement Plan and Annual Report

The BSCP will publish a Business Improvement Plan 2019/21 which sets out the strategic priorities, outcomes and specific action to be undertaken during the next two years. The Executive Board will oversee implementation and undertake an annual review and refresh. The Partnership will publish an Annual Report detailing progress and performance against each of the four priorities:

Priority 1: Strong Leadership and Strong Partnership;

Priority 2: Continuous Improvement of Child Protection Practice across the system and in all agencies;

Priority 3: Developing an effective multi-agency response to Contextual Safeguarding, recognising exploitation of young people in all its forms;

Priority 4: Evidencing the impact of the new Safeguarding Children Partnership.
The Business Improvement Plan will be a ‘live’ document and will be amended in-year when necessary to ensure the partnership responds promptly to new safeguarding issues and emerging threats. The Annual Report will include:

- evidence of where our work has had a positive impact on outcomes for children and families (from Early Help to looked-after children and care leavers);

- an overview of the extent and effectiveness safeguarding training;

- an analysis of any areas where there has been little or no evidence of progress on agreed priorities, setting out the remedial action undertaken to improve performance;

- an overview of the emerging learning from Local Child Safeguarding Practice Reviews and the actions taken to disseminate learning to improve front-line practice, together with our local response to any national reviews;

- a summary of the ways in which the Partnership has sought and utilised feedback from children and families to inform work and influence service provision.

Our Independent Chair will review the draft Annual Report to ensure it is a fair reflection of the safeguarding work in the city. The observations and advice of the Independent Chair on the annual report will be acted upon or, where necessary, escalated to the Safeguarding Partners.

Our Annual Report will be published on our website and will be shared with ‘relevant agencies’. A copy of the report will also be submitted to the Child Safeguarding Practice Review Panel and the What Works Centre for Children’s Social Care within seven days of being published. The report will also be presented to;

- Birmingham Children’s Partnership
- Health and Wellbeing Board
- Children Social Care Overview and Scrutiny Committee
Appendices

Appendix 1: Full List of ‘Relevant Agencies’

Appendix 2: Membership of the Birmingham Safeguarding Children Partnership

Appendix 3: Terms of Reference for the Birmingham Safeguarding Children Partnership

- Executive Board
- Safeguarding Leaders’ Assembly
- Learning and Development Sub-Group
- Child Safeguarding Practice Review Sub-Group
- Quality, Impact and Outcomes Sub-Group
- Child Death Overview Panel
Appendix 1: Full List of ‘Relevant Agencies’

- Barnardo’s
- Birmingham and Solihull Mental Health NHS Foundation Trust
- Birmingham Children’s Trust
- Birmingham Community Healthcare NHS Foundation Trust
- Birmingham Council of Faiths
- Birmingham Education Partnership
- Birmingham Forward Steps
- Birmingham Safeguarding Adults Board
  - Birmingham Community Safety Partnership
  - Birmingham Early Help Partnership Board
  - Birmingham Gangs Strategic Board
- Birmingham Voluntary Sector Council
- Birmingham Women’s and Children’s NHS Foundation Trust
- CAFCASS
- Education: Early Years Forum
- Education: Post-16 Education Forum
- Education: Primary Schools Forum
- Education: Secondary Schools Forum
- Education: Special Schools Forum
- Staffordshire and West Midlands Community Rehabilitation Company
- National Probation Service
- NHS England
- NSPCC
- Public Health
- Royal Orthopaedic Hospital
- University Hospitals Birmingham NHS Foundation Trust
- Youth Offending Service
- West Midlands Ambulance Service

Reviewing our List of ‘Relevant Agencies’

In the Partnership’s first year, we plan to hold a formal six-monthly review of our partnership arrangements and a detailed annual evaluation. These will consider whether we should change how ‘relevant agencies’ are involved or add to our list of ‘relevant agencies’. In subsequent years, we anticipate reviewing the list of ‘relevant agencies’ at least once a year.
### Appendix 2: Membership of the Birmingham Safeguarding Children Partnership

<table>
<thead>
<tr>
<th>Representative Job Title</th>
<th>Organisation</th>
<th>Executive Board Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent Scrutineer</td>
<td>Birmingham Safeguarding Children Partnership</td>
<td>Independent Chair</td>
</tr>
<tr>
<td>Head of Public Protection</td>
<td>West Midlands Police</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Assistant Director Children’s Services – Birmingham Locality</td>
<td>Barnardo’s</td>
<td>Member</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Birmingham Children’s Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Director of Practice</td>
<td>Birmingham Children’s Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Assistant Director Child Protection, Performance and Partnerships</td>
<td>Birmingham Children’s Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Assistant Director Early Help, Family Support and Youth Justice</td>
<td>Birmingham Children’s Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Acting Chief Nurse</td>
<td>NHS Birmingham and Solihull Clinical Commissioning Group</td>
<td>Member</td>
</tr>
<tr>
<td>Designated Doctor for Safeguarding</td>
<td>NHS Birmingham and Solihull Clinical Commissioning Group</td>
<td>Member</td>
</tr>
<tr>
<td>Director of Education and Skills (Director of Children’s Services)</td>
<td>Birmingham City Council</td>
<td>Member</td>
</tr>
<tr>
<td>Acting Director of Neighbourhoods</td>
<td>Birmingham City Council</td>
<td>Member</td>
</tr>
<tr>
<td>Assistant Director Public Health</td>
<td>Birmingham City Council</td>
<td>Member</td>
</tr>
<tr>
<td>Director of Nursing and Therapies</td>
<td>Birmingham Community Healthcare NHS Foundation Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Chief Nursing Officer</td>
<td>Birmingham Women’s and Children’s NHS Foundation Trust</td>
<td>Member</td>
</tr>
<tr>
<td>Head of Probation, Birmingham</td>
<td>Staffordshire and West Midlands Community Rehabilitation Company</td>
<td>Member</td>
</tr>
<tr>
<td>Commander – Birmingham East</td>
<td>West Midlands Police</td>
<td>Member</td>
</tr>
<tr>
<td><strong>Participant Observer</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cabinet Member for Children’s Wellbeing</td>
<td>Birmingham City Council</td>
<td>Participant Observer</td>
</tr>
<tr>
<td><strong>Specialist Advisors and Administrative Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Manager</td>
<td>Birmingham Safeguarding Children Partnership (Business Support Unit)</td>
<td>Specialist Advisor</td>
</tr>
<tr>
<td>Learning and Development Programme Manager</td>
<td>Birmingham Safeguarding Children Partnership (Business Support Unit)</td>
<td>Specialist Advisor</td>
</tr>
<tr>
<td>Representative Job Title</td>
<td>Organisation</td>
<td>Executive Board Status</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Performance and Quality Assurance Programme Manager</td>
<td>Birmingham Safeguarding Children Partnership (Business Support Unit)</td>
<td>Specialist Advisor</td>
</tr>
<tr>
<td>Serious Cases and Communications Programme Manager</td>
<td>Birmingham Safeguarding Children Partnership (Business Support Unit)</td>
<td>Specialist Advisor</td>
</tr>
<tr>
<td>Administration Officer</td>
<td>Birmingham Safeguarding Children Partnership (Business Support Unit)</td>
<td>Secretary</td>
</tr>
</tbody>
</table>
Appendix 3: Terms of Reference for the Birmingham Safeguarding Children Partnership

Statutory Role and Function
Birmingham Safeguarding Children Partnership (BSCP) is a statutory body established under the Children Act 2004 (as amended by the Children and Social Work Act 2017). Working Together to Safeguard Children (2018) sets out the role of the Local Authority, Clinical Commissioning Group and the Police to “coordinate their safeguarding services act as a strategic leadership group, supporting and engaging others, and implement local and national learning, including from serious child safeguarding incidents”.

Key Principles
- **Effective Partnership Working**: Committed to effective collaborative partnership working which delivers the best possible protection of children and young people in Birmingham.
- **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.

Governance and Accountability
- BSCP is the accountable body for safeguarding partnership working.
- The Executive Board reports into the Birmingham Childrens Partnership and actively engages ‘relevant agencies’ via the Safeguarding Leaders’ Assembly (SLA).
- BSCP’s Independent Scrutineer is directly accountable to the three Safeguarding Partners.
- BSCP convenes organisations charged with leadership of safeguarding and protecting children in order to:
  1. Set standards and procedures for multi–agency practice
  2. Promote working together in practice, supported by behaviours of respect and trust
  3. Assure sound quality practice with a positive impact on outcomes for children and young people
  4. Ensure a programme of learning and development which supports leadership and practice learning from the best and from reviews of serious cases
  5. Model a culture of evaluation, learning and development
  6. Communicate effectively with the wider safeguarding system of organisations and individuals, including voluntary sector organisations and those who experience services
  7. Drive progress through the below Sub–Groups and work streams which will regularly account to the Executive Board:
    1. Quality, Impact and Outcomes
    2. Learning and Development
    3. Child Death Overview Panel
    4. Child Safeguarding Practice Review Group

Frequency
The Executive Board will meet six times per annum. To ensure continuity and the effective functioning of the group, each member is expected to attend all meetings. In the event of an unavoidable absence, an attendee will be nominated to update the absentee.

**Membership**
The group will be chaired by the Independent Scrutineer who will be appointed by the Safeguarding Partners. It will have a permanent core membership of strategic safeguarding leads from the statutory safeguarding agencies detailed below.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham Safeguarding Children Board (Chair)</td>
<td>Independent Scrutineer</td>
</tr>
<tr>
<td>West Midlands Police</td>
<td>Vice Chair: Head of Public Protection Co-Chair BEHSP / Commander – Birmingham East</td>
</tr>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Chief Executive Director of Practice Co-Chair Child Safeguarding Practice Review Group: Acting Assistant Director Child Protection, Performance and Partnerships Co-Chair BEHSP &amp; Contextual Safeguarding Board: Assistant Director Early Help, Family Support and Youth Justice</td>
</tr>
<tr>
<td>Birmingham City Council</td>
<td>Director of Education and Skills (DCS) Chair Child Death Overview Panel: Assistant Director, Public Health Acting Director of Neighbourhoods</td>
</tr>
<tr>
<td>Birmingham and Solihull CCG</td>
<td>Chief Nurse Co-Chair Child Safeguarding Practice Reviews Sub-Group: Designated Doctor for Safeguarding</td>
</tr>
<tr>
<td>Birmingham Women’s and Children’s Hospital</td>
<td>Chief Nurse</td>
</tr>
<tr>
<td>Birmingham Community Healthcare</td>
<td>Director Nursing and Therapies</td>
</tr>
<tr>
<td>Staffordshire and West Midlands Community Rehabilitation Company</td>
<td>Head of Probation, Birmingham</td>
</tr>
<tr>
<td>Third Sector Assembly</td>
<td>Assistant Director Children’s Services, Birmingham Locality – Barnardos’</td>
</tr>
<tr>
<td>Participant Observer</td>
<td>Cabinet Member for Children’s Wellbeing, Birmingham City Council</td>
</tr>
<tr>
<td>Advisors</td>
<td>BSCP Business Manager Performance and Quality Assurance Programme Manager Learning and Development Programme Manager Serious Cases and Communications Programme Manager Secretary to Executive Board</td>
</tr>
</tbody>
</table>

**Decisions and Disputes**
Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members. The vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Independent Scrutineer will have the casting vote.

**Conflict of Interest**
Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the
member from participation in making the relevant decision on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

Confidentiality
All information discussed at the Executive Board with regards to Child Safeguarding Practice Reviews, identified individuals and single agencies is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without discussion and agreement of the Independent Scrutineer. The disclosure of information outside the meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality and a breach of the confidentiality of agencies involved.

Terms of Reference Review Dates
The terms of reference of the Executive Board will be subject to an annual review.

Last Reviewed: 31 March 2019
Next Review Scheduled: 31 March 2020
Role and Function
The Safeguarding Leaders’ Assembly brings together strategic leaders from all relevant agencies engaged in safeguarding and promoting the welfare of children and young people in Birmingham. Biannual meetings provide opportunities for local organisations to focus on shared strategic priorities and identify how they can work more effectively together.

Key Principles
- **Effective Partnership Working:** Committed to effective collaborative partnership working which delivers the best possible protection of children and young people in Birmingham.

- **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.

Governance and Accountability
- BSCP is the accountable body for safeguarding partnership working.
- The Executive Board reports into the Birmingham Children’s Partnership and actively engages ‘relevant agencies’ via the Safeguarding Leaders’ Assembly (SLA).
- BSCP’s Independent Scrutineer is directly accountable to the three Safeguarding Partners.
- BSCP convenes organisations charged with leadership of safeguarding and protecting children in order to:
  1. Set standards and procedures for multi-agency practice
  2. Promote working together in practice, supported by behaviours of respect and trust
  3. Assure sound quality practice with a positive impact on outcomes for children and young people
  4. Ensure a programme of learning and development which supports leadership and practice learning from the best and from reviews of serious cases
  5. Model a culture of evaluation, learning and development
  6. Communicate effectively with the wider safeguarding system of organisations and individuals, including voluntary sector organisations and those who experience services

Frequency
The Safeguarding Leaders will assemble bi-annually. To ensure continuity and the effective functioning of the group, each member is expected to attend all meetings. In the event of an unavoidable absence, an attendee will be nominated to update the absentee.

At the first annual meeting, Safeguarding Leaders discuss BSCP’s priorities for the year ahead, as outlined in the BSCP Business Improvement Plan, and identify emerging issues and themes from the Independent Scrutineer’s Accountability Report.
At the second annual meeting, Safeguarding Leaders will receive the BSCP Annual Report, with a focus on the impact of Safeguarding Partners’ and relevant agencies’ actions in the safeguarding of the city’s children and young people.

Both assemblies will provide opportunities to showcase good practice and share local and national learning to inform the continuous improvement of safeguarding practice. At both assemblies, an interactive workshop is facilitated, during which Safeguarding Leaders are consulted on and encouraged to engage with strategic safeguarding topics.

**Membership**
The group will be chaired by an Independent Chair who will be appointed by the Local Authority Chief Executive Officer with the agreement of a panel including BSCP partners. It will have a permanent core membership of strategic safeguarding leads from statutory Safeguarding Partners and ‘relevant agencies’.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham Safeguarding Children Partnership</td>
<td>Independent Scrutineer (Chair)</td>
</tr>
<tr>
<td>West Midlands Police</td>
<td>Head of Public Protection (Vice-Chair)</td>
</tr>
<tr>
<td></td>
<td>Commander – Birmingham East (Co-Chair BEHSP)</td>
</tr>
<tr>
<td>Birmingham City Council</td>
<td>Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Director of Education and Skills (DCS)</td>
</tr>
<tr>
<td></td>
<td>Cabinet Member for Children’s Wellbeing</td>
</tr>
<tr>
<td></td>
<td>Chair Children’s Social Care Overview and Scrutiny Committee</td>
</tr>
<tr>
<td></td>
<td>Chair Health and Wellbeing Board</td>
</tr>
<tr>
<td></td>
<td>Director of Neighbourhoods</td>
</tr>
<tr>
<td></td>
<td>Director of Public Health</td>
</tr>
<tr>
<td></td>
<td>Assistant Director of Public Health (Chair, CDOP)</td>
</tr>
<tr>
<td></td>
<td>Director of Adult Social Care (DASS)</td>
</tr>
<tr>
<td></td>
<td>Head of Service, Education Safeguarding</td>
</tr>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Chair</td>
</tr>
<tr>
<td></td>
<td>Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Director of Practice (Co-Chair QIO Sub-Group / Contextual Safeguarding Board)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director Child Protection, Performance and Partnership (Co-Chair SCR Sub-Group)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director Early Help, Family Support and Youth Justice (Co-Chair BEHSP / Contextual Safeguarding Board)</td>
</tr>
<tr>
<td>Birmingham Community Healthcare NHS Foundation Trust</td>
<td>Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Rep: Director of Nursing and Therapies</td>
</tr>
<tr>
<td>Birmingham Education Partnership Education: Early Years Forum Education: Post-16 Education Forum Education: Primary Schools Forum Education: Secondary Schools Forum Education: Special Schools Forum</td>
<td>Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Chairs of Headteachers Fora</td>
</tr>
<tr>
<td>Birmingham Council of Faiths</td>
<td>Chair</td>
</tr>
<tr>
<td>Birmingham Forward Steps</td>
<td>Chair of Management Group</td>
</tr>
<tr>
<td>Birmingham Safeguarding Adults Board</td>
<td>Independent Chair</td>
</tr>
<tr>
<td>Agency</td>
<td>Representation</td>
</tr>
<tr>
<td>--------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| Birmingham and Solihull CCG | Chief Executive  
Chief Nurse (Co-Chair, QIO Sub-Group)  
Designated Doctor for Safeguarding (Co-Chair, SCR Sub-Group) |
| Birmingham and Solihull Mental Health Foundation Trust | Chief Executive  
Rep: Executive Director of Nursing |
| Birmingham Women’s and Children’s NHS Foundation Trust | Chief Executive  
Rep: Chief Nurse |
| CAFCASS | Assistant Director, Birmingham |
| Education | Chair of Early Years Forum  
Chair of Post-16 Education Forum  
Chair of Primary Schools Forum  
Chair of Secondary Schools Forum  
Chair of Special Schools Forum |
| National Probation Service | Head of Birmingham LDU |
| NHS England | Regional Director of Nursing |
| Royal Orthopaedic Hospital | Chief Executive  
Rep: Executive Director of Patient Services and Clinical Governance |
| Sandwell and West Birmingham CCG | Chief Executive |
| Sandwell and West Birmingham Hospitals NHS Trust | Accountable Officer  
Rep: Chief Officer, Quality |
| Staffordshire and West Midlands Community Rehabilitation Company | Head of Probation, Birmingham |
| Third Sector Assembly | Chief Executive, Birmingham Voluntary Sector Council  
Assistant Director, Children’s Services (Birmingham), Barnardo’s  
Midlands Regional Head of Service for Children and Young People, NSPCC |
| University Hospitals Birmingham NHS Foundation Trust | Chief Executive  
Rep: Executive Chief Nurse |

### Advisors / Support

| Birmingham Safeguarding Children Partnership (Business Support Unit) | BSCB Business Manager  
Performance and Quality Assurance Programme Manager  
Learning and Development Programme Manager  
Serious Cases and Communications Programme Manager  
Secretary to Executive Board |

## Decisions and Disputes

Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members. The vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Independent Scrutineer will have the casting vote.

## Conflict of Interest

Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the member from participation in any decision-making process on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

## Confidentiality

All information discussed at the Safeguarding Leaders’ Assembly with regards to a specific child or
identified individuals is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without
discussion and agreement of the Independent Scrutineer. The disclosure of information outside the
meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality
and a breach of the confidentiality of agencies involved.

Terms of Reference Review Date
The terms of reference of the Safeguarding Leaders’ Assembly will be subject to an annual review.

Last Reviewed: 31 March 2019
Next Review Scheduled: 31 March 2020
**Purpose**
To oversee a system wide scrutiny of children’s safeguarding practice and leadership of the partnership workforce, to act as a constructive critical friend to promote reflection and drive continuous improvement.

**Specific Responsibilities**
- To utilise the Partnership Quality Assurance framework to evaluate the effectiveness of multi-agency safeguarding arrangements.
- To review the quality of safeguarding practice across the partnership and to provide the Executive Board with assurance updates and recommendations to ensure continuous improvement.
- To demonstrate the impact of safeguarding practice on improving outcomes for children in Birmingham.
- To embed a culture of learning, informed by research to support leaders to improve safeguarding practice.
- To ensure the lived experience of children and families is incorporated as the focal point of practice improvement.
- To develop a targeted multi-agency and single agency quality assurance programme to evidence that learning from national and local reviews has been embedded in practice.
- To provide present performance data on strategic priorities in a format that enhances understanding and enables better targeting of partnership intervention to improve performance.

**Governance and Accountability**
The Sub-Group is accountable to the BSCP Executive Board. The overarching framework for governance is defined within the BSCP Governance Document. A Chair from the Sub-Group will attend the Executive Board to provide regular updates on performance and progress on the implementation of the audit and scrutiny programme. Members are responsible for reporting back on activities to their individual organisations and forums. The Sub-Group will be quorate if there are four or more members present at the meeting, providing that the members present represent different agencies.

**Frequency**
The Sub-Group will meet bi-monthly at least six times per year (not in August or December). Task and Finish groups will be formed as required and will meet in between meetings to ensure that the Sub-Group can achieve its purpose and responsibilities.

**Membership**
The group will be jointly chaired by representatives from different partner agencies. The Sub-Group will have a permanent core membership drawn from the statutory safeguarding agencies represented on the BSCP. To ensure consistency in work and the effective functioning of the group, each member should nominate an appropriate individual to represent their organisation in the event of an unavoidable absence. Members are responsible for reporting back on activities to their individual organisations and forums.
Decisions and Disputes
Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members the vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Chairs will have the casting votes or discuss with the Independent Scrutineer resolution of outstanding issues.

Conflict of Interest
Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the member from participation in making the relevant decision on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

Confidentiality
All information discussed at the Sub-Group with regards to serious case reviews, identified individuals and single agencies is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without discussion and agreement of the Chairs of the Sub-Group. The disclosure of information outside the meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality and a breach of the confidentiality of agencies involved.

Terms of Reference Reviewed Date and Next Review Date
The terms of reference of the Sub-Group will be subject to an annual review.

Last Reviewed: 31 March 2019
Next Review Scheduled: 31 March 2020
Purpose
The Learning and Development Sub-Group oversee the commissioning and evaluation of multi-agency safeguarding training and workforce development, to enhance front-line practice in safeguarding and promoting the well-being of children and young people.

Specific Responsibilities
1. To publish and maintain a Local Learning and Improvement Framework
2. To maximise available resources to deliver a comprehensive multi-agency training programme targeted at meeting the needs of the children’s workforce.
3. Develop a training network with all ‘relevant agencies’ to cascade delivery of safeguarding training.
4. Set workforce development standards.
5. Evaluate the quality of single and multi-agency safeguarding training.
6. To develop and design high quality training/e learning packages that can be accessed by individuals and organisations.
7. To engage with the wider children’s workforce involved in safeguarding children to improve access to training and development opportunities.
8. To promote and embed identified local, regional and national good practice through learning from serious case reviews and audits.
9. Produce an Annual Report to evaluate the impact of training on improving frontline practice.

Governance and Accountability
The Learning and Development Sub-Group (L&D Sub-Group) is accountable to the Birmingham Safeguarding Children Partnership (BSCP). The overarching framework for governance is defined within the BSCP Governance Document.

The Chair of the L&D Sub-Group will be a member of the Executive Board and provide regular updates on implementation of the Work Programme.

L&D Sub-Group members will act as the conduit of information and communication from and to, their senior representatives across their statutory organisations.

Frequency
The L&D Sub-Group will meet bi-monthly at least six times per year. Task and Finish Groups will be formed as required and will meet in between meetings to ensure that the L&D Sub-Group can achieve its purpose and responsibilities.

Membership
The jointly appointed L&D Sub-Group chairing arrangements will be ratified by the BSCP Independent Chair and Executive Board. There is an expectation that one of the jointly appointed chairs will attend the Executive Board.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Senior L&amp;D Officer</td>
</tr>
<tr>
<td>Birmingham and Solihull CCG</td>
<td>Designated Safeguarding Nurse</td>
</tr>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Head of Service, Early Help and Family Support</td>
</tr>
<tr>
<td>West Midlands Police</td>
<td>Vacant</td>
</tr>
<tr>
<td>Birmingham City Council</td>
<td>Vacant</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Birmingham City Council – Education and Skills</td>
<td>Education and Early Help Safeguarding Team Manager</td>
</tr>
<tr>
<td>Birmingham Community Health Care NHS Foundation Trust</td>
<td>Safeguarding Lead</td>
</tr>
<tr>
<td>Birmingham Women’s and Children’s NHS Foundation Trust</td>
<td>Vacant</td>
</tr>
<tr>
<td>University Hospitals Birmingham</td>
<td>Safeguarding Educator</td>
</tr>
<tr>
<td>Birmingham &amp; Solihull Mental Health NHS Foundation Trust</td>
<td>Safeguarding Training Lead</td>
</tr>
<tr>
<td><strong>Advisors</strong></td>
<td></td>
</tr>
<tr>
<td>Birmingham Safeguarding Children Partnership</td>
<td>Learning and Development Programme Manager</td>
</tr>
<tr>
<td>Birmingham Safeguarding Children Partnership</td>
<td>Administration Officer</td>
</tr>
</tbody>
</table>

This will form the Core membership of the L&D Sub-Group. Additional members will be co-opted onto the group if specific additional expertise is required.

**Quoracy**
L&D Sub-Group will be quorate if there are four or more core members present at the meeting, providing that the members present represent different agencies.

**Decisions and Disputes**
Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members. The vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Chair will have the casting vote or discuss with the Business Manager resolution of outstanding issues.

**Conflict of Interest**
Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the member from participation in making the relevant decision on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

**Confidentiality**
All information discussed at the L&D Sub-Group with regards to serious case reviews, identified individuals and single agencies is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without discussion and agreement of the Chair of the L&D Sub-Group. The disclosure of information outside the meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality and a breach of the confidentiality of agencies involved.

**Terms of Reference reviewed date and next review date:**
The terms of reference of the L&D Sub-Group will be subject to an annual review.

Last Reviewed: 31 March 2019  
Next Review Scheduled: 31 March 2020
Purpose
The Child Safeguarding Practice Review Sub-Group will oversee the process and arrangements for identifying, commissioning and reviewing serious child safeguarding cases and will respond to serious incidents of harm in accordance with the Child Safeguarding Practice Review guidance (Working Together 2018, Chapter 4, paragraph 10 & 11).

Specific Responsibilities
1. To conduct a rapid review of serious child safeguarding cases and make recommendations to the National Panel.
2. Disseminate the learning from the rapid reviews as soon as is practicable.
3. To manage and coordinate on behalf of the Partnership, the review process and quality assurance the report prior to presentation to and ratification by the Executive Board.
4. To oversee, monitor and challenge the effective implementation and impact of practice of review recommendations.
5. To liaise with the Community Safety Partnership, Adults Safeguarding Board and the Strategic MAPPA to determine the most appropriate type of review to identify and cascade learning and implement learning.
6. To produce the Annual Report and Learning Improvement Framework.

Governance and Accountability
The Child Safeguarding Practice Review Sub-Group is accountable to the BSCP Executive Board. The overarching framework for governance is defined within the BSCP Governance Document.

Key points from each meeting will be concisely summarised to provide updates to the BSCP and other partnership groups along with recommendations for the Executive Board and/or individual partners. Sub-Group members representing a constituency (e.g. NHS partners) will act as the direct conduit of information and communication from and to Executive Board members.

The Sub-Group will provide a report of its work to every meeting of the Executive Board. Minutes from the Sub-Group will be available to Executive members on request.

Frequency
The Sub-Group will meet on bi-monthly basis. To ensure consistency in work and the effective functioning of the group, each member should nominate an appropriate individual to represent their organisation in the event of an unavoidable absence.

Membership
The Sub-Group will be chaired by a member of the Executive Board and will have a permanent core membership drawn from the statutory safeguarding agencies represented on the BSCP.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham and Solihull</td>
<td>Designated Doctor for Safeguarding – Co-Chair</td>
</tr>
<tr>
<td>Clinical Commissioning Groups</td>
<td></td>
</tr>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Acting Assistant Director of Child Protection, Performance and Partnership – Co-Chair</td>
</tr>
<tr>
<td>Birmingham Community Healthcare NHS Trust</td>
<td>Head of Service for Safeguarding Children</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Birmingham &amp; Solihull Clinical Commissioning Groups</td>
<td>Designated Nurse for Safeguarding Children and Young People</td>
</tr>
<tr>
<td>Birmingham &amp; Solihull Mental Health Foundation Trust</td>
<td>Head of Safeguarding</td>
</tr>
<tr>
<td>West Midlands Police</td>
<td>DCI, Child Abuse Investigation Team</td>
</tr>
<tr>
<td>Third Sector (NSPCC)</td>
<td>Midlands Regional Head of Service</td>
</tr>
</tbody>
</table>

**Advisors / Co-opted Members**

<table>
<thead>
<tr>
<th>Birmingham Safeguarding Children Partnership</th>
<th>Business Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Group Chairs</td>
<td>As required by agenda</td>
</tr>
<tr>
<td>Legal Advisor</td>
<td>As required by agenda</td>
</tr>
</tbody>
</table>

This will form the Core membership of the Sub-Group. Co Opted members/experts by mutual agreement as required for specific reviews.

**Quoracy**

The Sub-Group will be quorate if there are four or more core members present at the meeting, providing that the members present represent different agencies.

**Decisions and Disputes**

Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members the vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Chair will have the casting vote or discuss with the Business Manager resolution of outstanding issues.

**Conflict of Interest**

Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the member from participation in making the relevant decision on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

**Confidentiality**

All information discussed at the Sub-Group with regards to serious case reviews, identified individuals and single agencies is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without discussion and agreement of the Chairs of the Sub-Group. The disclosure of information outside the meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality and a breach of the confidentiality of agencies involved.

**Terms of Reference reviewed date and next review date:**

The terms of reference of the Sub-Group will be subject to an annual review.

Last Reviewed: 31 March 2019
Next Review Scheduled: 31 March 2020
**Purpose**
To undertake an overview of all child deaths (excluding both those babies who are stillborn and planned terminations of pregnancy carried out within the law) up to the age of 18 years normally resident in Birmingham irrespective of the place of their death.

**Specific Responsibilities**
1. Hold meetings at regular intervals to enable each child’s case to be discussed in a timely manner (the length of the discussion may vary depending on the nature of the death in question and the quantity of information available).
2. Ensure that effective 'Rapid Response' arrangements are in place to enable key professionals to come together for the purpose of enquiring into and evaluating each unexpected death of a child.
3. Review the appropriateness of the agencies responses to each death of a child, their involvement before and at the time of the death.
4. Review relevant environmental, social, health and cultural aspects of each death, to ensure a thorough consideration of how such deaths might be prevented in the future.
5. Determine whether or not the death had modifiable factors. The decision must be agreed by the Child Death Overview Panel (CDOP) and approved by the Chair of the CDOP. This decision cannot be finalised however until the outcome of other investigations (for example Child Practice Safeguarding Review, criminal proceedings, post-mortem or inquests) is known.
6. Make recommendations to the BSCP or other relevant bodies as soon as these have been decided in order that prompt action can be taken to prevent future such deaths where possible.
7. Identify any patterns or trends in the local data and report these to the BSCP via an annual report.

**Governance and Accountability**
The CDOP is accountable to the BSCP. The overarching framework for governance is defined within the BSCP Governance Document.

Key points from each meeting will be concisely summarised to provide updates to the BSCP and other partnership groups along with recommendations for the Executive Board and/or individual partners. CDOP members representing a constituency (e.g. NHS partners) will act as the direct conduit of information and communication from and to Executive Board members.

The CDOP will provide a report summarising any recommendations that have emerged from the overviews finalised for the Executive Board. Minutes from the CDOP will be available to Executive Board members on request.

**Frequency**
The CDOP will meet monthly and more frequently if required. To ensure consistency in work and the effective functioning of the group, each member should nominate an appropriate individual to represent their organisation in the event of an unavoidable absence. A minimum attendance requirement of 92% (11 out of 12 meetings) is expected of all members to ensure the group can fulfil its function.
**Membership**
The group will be chaired by a Chair who will be appointed by the Executive Board. It will have a permanent core membership drawn from the statutory safeguarding agencies represented on the BSCP. The Panel should include a professional from public health as well as child health.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health Birmingham</td>
<td>Chair – Assistant Director</td>
</tr>
<tr>
<td>West Midlands Police</td>
<td>Vice Chair – Child Abuse Investigation Team</td>
</tr>
<tr>
<td>Birmingham and Solihull Clinical Commissioning Groups</td>
<td>Lead Nurse for Child Death Reviews</td>
</tr>
<tr>
<td>Birmingham Community Health Care NHS Trust</td>
<td>Designated Doctor</td>
</tr>
<tr>
<td>Birmingham Safeguarding Children Board</td>
<td>Child Death Overview Panel Co-ordinator</td>
</tr>
<tr>
<td>Birmingham Children’s Trust</td>
<td>Head of Service – Safeguarding</td>
</tr>
<tr>
<td>Birmingham City Council – People’s Directorate</td>
<td>School Advisor - Safeguarding</td>
</tr>
<tr>
<td>Youth Offending Service</td>
<td>Head of Service</td>
</tr>
<tr>
<td>Advisors</td>
<td></td>
</tr>
<tr>
<td>Birmingham Safeguarding Children Partnership</td>
<td>Business Manager - As required by agenda</td>
</tr>
<tr>
<td>Sub-Group Chairs</td>
<td>As required by agenda</td>
</tr>
<tr>
<td>Legal Advisor</td>
<td>As required by agenda</td>
</tr>
</tbody>
</table>

This will form the Core membership of the Sub-Group. Additional members will be co-opted onto the group if specific additional expertise is required.

**Quoracy**
CDOP will be quorate if there are five or more core members present at the meeting, providing that the members present represent different agencies.

**Decisions and Disputes**
Decisions will normally be reached by consensus. In the event of a disagreement a vote will be taken of members the vote will be ruled by the number of agencies represented rather than the number of agencies present. In the event of a split the Chair will have the casting vote or discuss with the Business Manager resolution of outstanding issues.

**Conflict of Interest**
Members must declare any conflict of interest as soon as it becomes clear. This will disqualify the member from participation in making the relevant decision on the issue but may not disqualify them from involvement in the discussion on the issue by agreement from other members of the group that are involved.

**Confidentiality**
All information discussed at CDOP with regards to serious case reviews, identified individuals and single agencies is STRICTLY CONFIDENTIAL, and must not be disclosed to third parties without discussion and agreement of the Chairs of CDOP. The disclosure of information outside the meeting beyond that which is agreed will be considered as a breach of the subject’s confidentiality and a breach of the confidentiality of agencies involved.

**Terms of Reference Reviewed Date and Next Review Date**
The terms of reference of the CDOP will be subject to review by the following date.

Last Reviewed: 31 March 2019
Next Review Scheduled: 30 September 2019