



BIRMINGHAM  
**Safeguarding  
Children**  
PARTNERSHIP



# Business Improvement Plan 2025-27

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# Foreword

We are pleased to share with you the Birmingham Safeguarding Children Partnership (BSCP) Business Improvement Plan for 2025-27, setting out the safeguarding priorities to protect and promote the wellbeing of children and young people in Birmingham from the 1st April 2025. As the three statutory Lead 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 the progress and challenges we have faced during the last two years. 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.

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 will publish a Yearly Report documenting the progress we have made on implementation of the two-year Delivery Plan. We will also present progress reports to the Birmingham Children and Young People Partnership Board, as well as the Education and Children and Young People Overview and Scrutiny Committee on an annual basis.

We remain extremely grateful to all our partners, front-line practitioners, volunteers, and those special individuals in our community, for their steadfast commitment to keeping children safe in Birmingham, improving their life chances, and helping us achieve our shared ambition that Birmingham is a great place to grow up!

**Craig Guildford**  
Chief Constable  
West Midlands  
Police

**David Melbourne**  
Chief Executive  
Birmingham and Solihull  
Integrated Care Board

**Joanne Roney**  
Managing Director  
Birmingham City  
Council







# Introduction

The Business Improvement Plan 2025-2027 sets out our shared ambition, purpose, principles, values, and how we will hold partners and partnerships to account by implementing our safeguarding priorities over the next two years. This plan complements and builds upon partnership collaboration overseen by the Birmingham Children and Young People Partnership Board, as 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 December 2024.

BSCP works in close collaboration with key statutory partnerships across the city to keep children safe and endorses the shared strategic ambition set out in the [Change for Children and Young People Plan 2023-2028](#).

## **Our Shared Ambition**

Our shared ambition is to enable Birmingham to be a great place to grow up.

## **Our Shared Purpose**

Our shared purpose is to ensure that our multi-agency safeguarding arrangements enable local agencies and organisations to work together to effectively safeguard children and promote their welfare.

We will provide strong leadership, share risk and accountability, and promote effective partnership working by:

- setting standards, providing guidance and procedures for multi-agency safeguarding practice, and promoting and embedding a learning culture which supports local services to become more reflective and implement improvements to practice;
- promoting a culture where organisations and agencies are challenged appropriately, effectively holding one another to account;

- ensuring there is a shared vision for how to improve outcomes for children locally, across all levels of need and all types of harm;
- ensuring that senior leaders have a good knowledge and understanding of the quality of local practice and its impact on children and families, and drive improvements through the partnership sub-groups to implement changes;
- creating a system which enables the voices and lived experiences of children and families, together with the knowledge and insights from practitioners and data, to provide a greater understanding of our strengths, areas for practice improvement, and multi-agency safeguarding arrangements;
- ensuring a programme of learning and development that supports leadership and practice, and takes into account learning from rapid reviews and Local Child Safeguarding Practice Reviews;
- ensuring that information is analysed in terms of protected characteristics, enabling an understanding of outcomes for different communities of children to support more effective safeguarding responses;
- effectively collecting, sharing, and analysing data, other information, and intelligence which enable early identification of new safeguarding risks, issues, emerging threats, and promotes joined-up responses across relevant agencies.

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 five key shared principles:

- **Effective Partnership Working:** Committed to effective collaborative partnership working which delivers the best possible protection of children in this young, diverse, and 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.
- **Commitment to Equity, Equality, Inclusion and Diversity:** Recognising the impact of discrimination and disadvantage on children and families, and seeking to ensure that our services address this proactively to ensure children are effectively safeguarded.
- **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, 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 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, across all our agencies.

## **Our Shared Priorities**

In January 2024, safeguarding partners held a development session to review progress in respect of our existing priorities for 2023-25, and to consider its priorities for the coming two years from 1st April 2025. These were subsequently agreed by the Delegated Safeguarding Leaders in February 2025.

The safeguarding partners have identified four priorities for 2025-2027. The Delegated Leaders and the Executive Board will oversee their effective implementation through the Delivery Plan, which forms part of this Business Improvement Plan.

## **Our Shared Priorities 2025/27:**

The Delegated 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 2025-2027.

### **Priority 1: Working together more effectively**

Implementing national reforms to strengthen multi-agency practice to support families and safeguard children.

### **Priority 2: Voice of the Child & Family**

Ensuring children and parents/carers views are central to our multi-agency practice and engaging children and families with lived experience to improve our multi-agency safeguarding arrangements.

### **Priority 3: Children Out of Sight**

Developing multi-agency pathways to better support and safeguard children who are at risk of, or who have become, out of sight to services.

### **Priority 4: Harm Outside the Home**

Improving earlier identification and responses to children at risk of, or who are engaged in, serious youth violence, or who are being criminally and/or sexually exploited.

### **How we will ensure effective implementation**



Annually, the Lead Safeguarding Partners will reflect on progress, performance, and take account of emerging themes to refocus partnership activity on delivering the priorities set out in the Business Improvement Implementation Plan. Each Delegated Safeguarding Partner will act as a Senior Responsible Officer for one of the four specific priorities, helping to support effective implementation of the Delivery Plan. The below delivery plan sets out key actions, desired outcomes and how progress will be evaluated over the next two years.

The Lead Safeguarding Partners will have overall responsibility for the effective implementation on the Delivery Plan and will formally publish a Yearly Report detailing progress.








## Two-Year Delivery Plan (1<sup>st</sup> April 2025 – 31<sup>st</sup> March 2027)




	Key Actions (Year 1 and 2)	Desired Outcomes	Evidence and Measures of Progress	Lead	Target	Update on Progress	RAG
<b>PRIORITY 1: Working together more effectively – Implementing national reforms to strengthen multi-agency practice to support families and safeguard children</b>							
1.1	<b>Developing multi-agency Child Protection Teams:</b> <b>1.</b> Establish Task and Finish Group to project manage <b>(Year 1)</b> <b>2.</b> Review and implement learning from multi-agency Pilot (Trust 2025) and DfE led Children First Pathfinders <b>(Year 1)</b> <b>3.</b> Develop proposals for roll-out of MACPTs and agree resources required to implement <b>(Year 1)</b> <b>4.</b> Implement/roll-out MACPTs across the city alongside evaluation of impact <b>(Year 2)</b>	<p>Improve the experience of children and families subject to child protection investigations</p> <p>Improve the quality of multi-agency assessment, investigations and safety planning</p>	<p>Reduce number of children subject to repeat episodes of child in need and child protection planning</p> <p>Evaluation of direct feedback from children and families on their experience</p> <p>Increase proportion of single and multi-agency audits that are evaluated as being 'good' or 'outstanding'</p>	<p><b>Senior Responsible officer: James Thomas</b></p> <p>Operational Lead: MACPT Project Manager: To Be Agreed</p>	<p>31.07.2025</p> <p>31.12.2025</p> <p>31.03.2026</p> <p>31.03.2027</p>		
1.2	<b>Promoting Family Help and Family Networks (led by Early Help Partnership Board)</b> <b>1.</b> Design whole systems approach to Birmingham Families First programme <b>(Year 1)</b> and implement <b>(Year 2)</b> <b>2.</b> Support Early Help Partnership Board's review of Early Help Strategy and development of proposals for a Family Help model considering learning from multi-agency Pilot (Trust 2025) and DfE	<p>Increase number of children and families accessing support earlier and without need for children's social care involvement</p> <p>Decrease the number of children being made subject to Child</p>	<p>Reduce number of children who are subject to Children in Need and Child Protection Planning</p> <p>Reduce number of children coming into the care of the local authority</p>	<p><b>Senior Responsible Officer: James Thomas</b></p> <p>Operational Lead: Families First Project Manager: To Be Agreed</p> <p>BCT Lisa Harris, Director Help and</p>	<p>31.07.2025</p> <p>31.12.2025</p>	Project manager to provide Assurance Report to BSCP Executive Board	




	<p>led Children First Pathfinders <b>(Year 1)</b></p> <p><b>3.</b> Design and develop our approach to multi-disciplinary Family Help Lead Practitioners <b>(Year 1)</b> and implement <b>(Year 2)</b></p> <p><b>4.</b> Strengthen collaborative working with, and information and support to, parents and carers <b>(Year 1 and 2)</b></p> <p><b>5.</b> Develop proposals for expansion of Family Decision Making and Family Group Conferencing across partnership <b>(Year 1)</b> and implement <b>(Year 2)</b></p>	<p>in Need and Child Protection plans</p> <p>Reduce risk of escalation of families experiencing parental conflict</p> <p>Enable more children to be cared for within their family networks, reducing number of children requiring local authority care</p>	<p>Increase proportion of single and multi-agency audits that are evaluated as being 'good' or 'outstanding'</p> <p>Evaluation of multi-agency training to better evidence impact on practice</p>	Protection	<p>31.03.2026</p> <p>31.03.2027</p> <p>31.03.2027</p>		
1.3	<p><b>Strengthening our quality assurance, learning, and improvement arrangements</b></p> <p><b>1.</b> Review and refresh the BSCP Quality Assurance, Scrutiny and Improvement arrangements <b>(Year 1)</b></p> <p><b>2.</b> Develop a Theory of Learning model to support approach to multi-agency training and development <b>(Year 1)</b></p> <p><b>3.</b> Strengthen understanding of how equity, equality, diversity and inclusion impacts on the effectiveness of practice and ways to improve anti-discriminatory practice <b>(Year 1 and Year 2)</b></p> <p><b>4.</b> Strengthen thematic analysis and learning from single-agency audit activity <b>(Year 1)</b></p> <p><b>5.</b> Developing a system to analyse thematic learning from professional disagreements/disputes and resolutions <b>(Year 1)</b></p> <p><b>6.</b> Strengthen our approach to gathering information from data, audits, and</p>	<p>Greater level of assurance in respect of the quality of multi-agency practice and its impact on lived experience and outcomes for children</p> <p>Greater level of assurance of the impact of learning and development on practitioner practice</p> <p>Children and families experiencing culturally competent and anti-discriminatory practice</p>	<p>Increase number and reporting of outcomes from single-agency auditing</p> <p>Increase proportion of single-agency and multi-agency audits that are evaluated as being 'good' or 'outstanding'</p> <p>Increased post-evaluations of multi-agency training which evidence impact on practice</p> <p>Improved awareness and application of</p>	<p><b>Senior Responsible Officer: James Thomas</b></p> <p>Operational Lead: Quality, Impact and Outcomes Sub-Group (K.A: 1,4,5, and 6)</p> <p>Learning and Development Sub-Group (K.A: 2)</p>	<p>31.05.2025</p> <p>31.05.2025</p> <p>31.05.2025</p> <p>31.03.2026</p> <p>31.12.2025</p> <p>31.12.2025</p>	<p>Quality Assurance and Scrutiny Arrangements being presented to Executive Board on the 14.05.2025</p>	


	feedback to inform analysis of differential outcomes by protected characteristics <b>(Year 1)</b> and take appropriate action <b>(Year 1 and 2)</b>	Professional disagreements are quickly resolved, and systemic learning is acted upon in a timely manner	professional disagreement and resolution protocol				
1.4	<b>Strengthening multi-agency pathways</b> <b>1.</b> Reviewing Child Protection Medical pathways <b>2.</b> Implementing multi-agency Child Sexual Abuse Response Pathway <b>3.</b> Reviewing multi-agency approach to children with an escalating pattern of risk/harm	Improved identification and responses to children harmed within or outside the family  Improved quality of experience for children in terms of multi-agency working and their safety	Proportion of direct feedback from children and families reporting positive experience  Improved practitioner understanding and adherence to multi-agency pathways demonstrated via single-agency and multi-agency audit evaluations	<b>Senior Responsible Officer: James Thomas</b>  Operational Lead: Integrated Care Board and Birmingham Childrens Trust	31.12.2025		
<b>PRIORITY 2: Voice of the Child and Family -</b> <b>Ensuring children and parents/carers views are central to our multi-agency practice and engaging children and families with lived experience to improve our multi-agency safeguarding arrangements</b>							
2.1	<b>Strengthen ways in which individual children and their parents'/carers' voices and lived experiences are actively listened to and influence decision-making about their lives through:</b> <b>1.</b> Individual agency quality assurance activities <b>(Year 1)</b> <b>2.</b> Multi-agency audits and practice evaluations <b>(Year 1)</b> <b>3.</b> Rapid Reviews and Local Child Safeguarding Practice Reviews <b>(Year 1)</b> <b>4.</b> Family Advisory Board <b>(Year 1)</b>	Children, young people and families have more influence over decisions that affect them  Increase in the proportion of children and young people participating in Child Protection Conferences	Proportion of audits/practice evaluations undertaken where listening to the voice of the child and family is judged to be 'good' or 'outstanding'  Proportion of Child Protection Conferences attended	<b>Senior Responsible Officer: Helen Kelly</b>  Operational Lead: Quality, Impact and Outcomes Sub-Group (K.A: 1, 2 and 4)  Serious Cases Sub-Group (K.A: 3)	30.09.2025		




2.4	<b>Seek assurance that the views of children and families across all protected characteristics have been sought and the issues arising from their lived experiences are acted upon through:</b> <ol style="list-style-type: none"> <li>1. Single-agency and multi-agency audit/practice evaluations <b>(Year 2)</b></li> <li>2. Direct feedback from children and families <b>(Year 2)</b></li> </ol>	Children with protected characteristics are effectively supported and safeguarded	<p>Proportion of audits/practice evaluations undertaken where listening to the voice of the child and family is judged to be 'good' or 'outstanding'</p> <p>Proportion of direct feedback from children and families reporting positive experience</p> <p>Evidence of 'closing the loop' in terms of actions to improve safeguarding</p>	<b>Senior Responsible Officer: Helen Kelly</b>  Operational Lead: Quality, Impact and Outcomes Sub-Group	31.03.2027		
2.5	<b>Host a practitioner conference focused on the effective engagement of children and families in improving our multi-agency safeguarding arrangements (Year 2)</b>	Enhance practitioner understanding and application of good practice when engaging children and families	Conference evaluation detailing the number of delegates attending, satisfaction rate, and impact on practice	<b>Senior Responsible Officer: Helen Kelly</b>  Learning and Development Sub-Group	31.03.2027	Learning and Development Sub-Group have established a Task and Finish Group to oversee the development, hosting, and evaluation of the conference	
<b>PRIORITY 3: Children Out of Sight -</b> <b>Developing multi-agency pathways to better support and safeguard children who are at risk of, or who have become out of sight to services</b>							
3.1	<b>Implementation of Children's Wellbeing and Schools Bill</b> <ol style="list-style-type: none"> <li>1. Improve information sharing through use of Single Unique Identifier <b>(Year 1 and 2)</b></li> <li>2. Implementing School Attendance Orders for children subject to child protection investigations/plans to ensure children</li> </ol>	Children identified through multi-agency working that had become out of sight to universal services and the reasons why	<p>Proportion of children who are electively home educated who are subject to Child in Need Plan</p> <p>Proportion of children</p>	<b>Senior Responsible Officer: Sue Harrison</b>  Operational Lead: Safeguarding in	31.03.2026		



	<p>are in school <b>(Year 1 and 2)</b></p> <p>3. Implement redesign of children and families services to include strengthened Elective Home Education Service working to a district model <b>(Year 1)</b></p>	<p>More effective multi-agency practice in supporting and safeguarding children not in education</p> <p>Children remaining in, or returning to, school where there are safeguarding concerns</p>	<p>who are electively home educated who are subject to Child Protection Plan</p> <p>Children allocated and attending a school place (universal)</p> <p>Referrals to Fair Access Panel (return to school within one year of exit)</p> <p>Referral for School Attendance Order (legal intervention)</p>	<p>Education Sub-Group (K.A: 1 and 2)</p> <p>Birmingham City Council Elective Home Education Service (K.A: 3)</p>			
3.2	<p><b>Strengthen Multi-Agency Working</b></p> <p>1. Develop proposals for new ways of multi-agency working, including the introduction of a Complex Hub for case discussion <b>(Year 1)</b> and to implement and evaluate impact <b>(Year 2)</b></p> <p>2. Evaluate application and impact of changes to 'Right Help, Right Time' in respect of children out of sight <b>(Year 1)</b> and review and implement changes if required <b>(Year 2)</b></p> <p>3. Multi-Agency Safeguarding Workforce Development Offer 2025/26 to incorporate training around children out of sight <b>(Year 1)</b></p> <p>4. Develop understanding of impact of protected characteristics on children and families who have become out of</p>	<p>Children identified through multi-agency working that had become out of sight to universal services and the reasons why</p> <p>More effective multi-agency practice in supporting and safeguarding children out of sight</p> <p>Children with protected</p>	<p>The number of multi-agency discussions that have enabled a more holistic view of the child through more effective information-sharing</p> <p>The number of complex multi-agency discussions that have led to improved safety and wellbeing (supported by audit or direct feedback from children, families, or practitioners)</p>	<p><b>Senior Responsible Officer: Sue Harrison</b></p> <p>Operational Lead: Children Out of Sight Sub-Group (K.A: 1 and 4)</p> <p>Quality Impact and Outcomes (K.A: 2)</p> <p>Learning and Development Sub-Group (</p>	<p>30.09.2025</p> <p>31.12.2025</p> <p>31.05.2025</p> <p>31.03.2027</p>		

	sight to universal services <b>(Year 1)</b> and develop and implement ways to address this <b>(Year 2)</b>	characteristics are effectively supported and safeguarded	Children returned to universal services  Evaluation of multi-agency training provided evidence of enhance safeguarding practice	K.A: 3)			
<b>PRIORITY 4: Harm Outside the Home -</b> Improving earlier identification and responses to children at risk of, or who are engaged in, serious youth violence or who are being criminally and/or sexually exploited							
4.1	<b>Operational Practice</b> 1. Develop a 'local profile' of children at risk of, or who are engaged in, serious youth violence or child exploitation, and keep under review based on local multi-agency intelligence and evidence <b>(Year 1)</b> 2. Review and strengthen our approach to identifying robust risk assessment and multi-agency response pathways to exploitation to minimise escalating patterns of risk/harm <b>(Year 1)</b> 3. Implement Serious Youth Violence Team (expansion of the remit of Empower-U) <b>(Year 1)</b> and evaluate impact <b>(Year 2)</b> 4. Independent scrutiny and quality assurance of the safeguarding practice for children at risk of, or who are involved in, serious youth violence <b>(Year 1)</b> 5. Strengthen the voice and influence of children and young people in respect of multi-agency practice and our responses to child exploitation <b>(Year 1 and 2)</b>	Earlier intervention and diversion for children at risk of serious youth violence, gang affiliation, and criminal exploitation  More effective multi-agency responses to children involved in serious youth violence and criminal exploitation  Reduced numbers of children and young people involved in serious youth violence and exploitation	Number of disruption meetings held in respect of offender and place  Rates of children missing from home or care  Factors identified within end of year assessments related to specific types of harms outside the home  Rate of serious and violent offences committed by under 18s  Child homicides as a result of serious youth violence	<b>Senior Responsible Officer: Thomas Joyce</b>  Operational Lead: West Midlands Violence Reduction Partnership in collaboration with the Community Safety Partnership (K.A: 1)  Child Exploitation Sub-Group (K.A:2to7)  Learning and Development Sub-Group (K.A: 7)	31.12.2025  31.03.2025  31.03.2026  31.03.2026  31.03.2025		

	<p>6. Strengthen community awareness of child exploitation (<b>Year 2</b>)</p> <p>7. Review and strengthen training and professional development to ensure workforce is skilled to identify and respond to exploitation (<b>Year 1 and 2</b>)</p>		<p>Serious injury to child as a result of peer violence</p> <p>Progress on Serious Violence Delivery Plan 2023-26</p> <p>Independent scrutiny of multi-agency safeguarding practice</p>		<p>31.03.2026</p> <p>31.03.2026</p>		
4.2	<p><b>Strategy and Governance</b></p> <p>1. Review and refresh current Strategy for Tackling Exploitation of Children and Young People (<b>Year 1</b>) and BSCP to oversee implementation of Delivery Plan (<b>Year 1 and 2</b>)</p> <p>2. Support effective implementation of Community Safety Partnership's Serious Violence Strategy 2023-26 (<b>Year 1</b>) and support development and implementation of new strategy (<b>Year 1 and 2</b>)</p> <p>3. Develop clear understanding of the resources available to support children, families, and communities and ensure resources are sustainable across partners to meet need/risk (<b>Year 1 and 2</b>)</p> <p>4. Develop stronger approaches to interface with Birmingham Community Safety Partnership and Adult Safeguarding Board (<b>Year 1</b>)</p> <p>5. Develop understanding of impact of protected characteristics, including mental health and neurodiversity, on</p>	<p>Greater assurance that actions being taken to safeguard children at risk outside the home are coordinated and effective</p>	<p>Evidence of the effective implementation of both the Tackling Exploitation of Children and Young People Strategy 2023/2026 and West Midlands Violence Reduction Strategy 2023-2026</p>	<p><b>Senior Responsible Officer:</b> <b>Thomas Joyce</b></p> <p>Operational Lead: Child Exploitation Sub-Group (K.A: 1, 3 and 5)</p> <p>Joint Chairs of Birmingham Safeguarding Children Partnership (K.A: 2 and 4)</p>	<p>31.03.2026</p> <p>31.03.2026</p> <p>31.03.2027</p> <p>31.03.2026</p> <p>31.03.2027</p>		

	children who are victims of exploitation and/or serious youth violence or who perpetrate peer violence <b>(Year 1)</b> and develop/implement relevant actions to address this <b>(Year 1 and 2)</b>						
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